

uMLALAZI MUNICIPALITY



BUDGET AND MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF) COMMENCING IN 2020/2021

29 MAY 2020

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ABBREVIATIONS AND ACRONYMS

ABBREVIATIONS AND ACRONYMS

COGTA	-	Co-Operative Governance and Traditional Affairs
CPI	-	Consumer Price Index
DORA	-	Division of Revenue Act
GIS	-	Geographical Information System
GRAP	-	Generally Recognised Accounting Practice
IBT	-	Inclining Block Tariff
IDP	-	Integrated Development Plan
KDS	-	King Dinuzulu Suburb
KWH	-	Kilowatt Hour
LED	-	Local Economic Development
LG	-	Local Government
MBRR	-	Municipal Budget and Reporting Regulations
MIG	-	Municipal Infrastructure Grant
MFMA	-	Municipal Finance Management Act
MPRA	-	Municipal Property Rates Act
mSCOA	-	Municipal Standard Charts of Accounts
MTREF	-	Medium Term Revenue and Expenditure Framework
NERSA	-	National Electricity Regulator of South Africa
PMU	-	Project Management Unit
PPE	-	Property Plant and Equipment
SALGA	-	South African Local Government Association
SALGBC	-	South African Local Government Bargaining Council
SDBIP	-	Service Delivery and Budget Implementation Plan
SIRA	-	Securities Industry Regulatory Authority
VAT	-	Value Added Tax

1. MAYORS' REPORT

SPEECH BY HIS WORSHIP, THE MAYOR OF UMLALAZI MUNICIPALITY, CLLR TB ZULU FOR 2020/2021 MTREF BUDGET TABLED TO COUNCIL ON TUESDAY 30 MAY 2020

Mr Speaker, Honorable Councilor CT Dlamini,
Amakhosi aseNdlunkulu,
Deputy Mayor, Honorable Councilor BP Simelane,
Council Chief Whip, Honorable Councilor M Dlamini
Fellow Members of Executive Committee of Council,
Fellow Councilors and Officials,
Members of the Public

It is an honor to present the 2020/2021 Medium Term Revenue and Expenditure Framework for uMlalazi Municipality.

We do so in the spirit of transparency, accountability and integrity both for the institution and its people.

Correspondingly, we do this in taking our communities into confidence concerning our capacity to incessantly address imbalances of the past while ensuring a better future for all. We make this presentation a week after the president officially announced the country's gradual move from level 4 to level 3 with progressive easing of the COVID-19 regulations by the National Command Council, opening of the economy and easing of social activities. Last pandemic of similar nature was experienced in 1918 to 1920 which was known as Spanish flue.

South Africa has been in a two months nationwide lockdown from the 26th of March 2020. In this period the normal life of citizens completely changed including the people of uMlalazi. This has not only changed the normal human behaviors of our people but it also restricted our capacity to continue delivering services. People were forced to adjust to new social norms and to live their lives under strict conditions of COVID- 19 lockdown regulations. The COVID-19 is by far spreading beyond measurable proportions. It is also proving to be a financial pandemic as the Johannesburg Stock Exchange (JSE) and our mainstream economy have already lost Billions of Rands during the period. Lots of jobs have been lost and some employees, especially in the private sector, have taken salary cuts. Many businesses have destabilized economic activities. South Africans have lost their jobs, the country's economy has been downgraded and many other financial fluctuations are as a result of global financial crisis and international trade relations. With the COVID-19 already affecting tourism, mining, manufacturing, retail and small businesses, it is likely that more jobs may be lost despite the government and business buttressed efforts and initiatives to curb out the wide spreading of pandemic, particularly in the local communities. It is for that reason Mr Speaker, that as I table this budget, I propose extension of deadline for payment to qualify for 20% rebate from 30 September to 30 November. This rebate will be standardized and made available to all categories ratepayers who pay their annual rates on or before the deadline. Secondly, all those residents who are currently indigent register, will be automatically renewed and their status will be reviewed every three years rather than annually as our people's socio-economic circumstances hardly change in such short space of time. The stability of the economic and social activities in the uMlalazi Municipality in the advent of the international pandemic (as declared by the World Health Organization) relies on effective methods of a clear awareness drive and the putting into place recommended sanitary methods, whilst following attentively and responsibly the National Health Department and Government with regards to guidelines and recommendations on how to curb the contagious COVID-19.

This Budget and Medium Term Revenue and Expenditure Framework (MTREF) is presented in the month of May, the internationally recognized Africa Month resulting from its rich history of African Solidarity. Many actions were taken in May 1963 by the progressive people of Africa, including the establishment of the Organization of African Unity (OAU). This initiative was one of many by the African people who took it upon themselves to fight for African Solidarity towards provision of African independence and total liberation of the African people, providing African solutions to African problems. Mr Speaker, we table before this council today the municipal budget, medium term revenue and expenditure framework (MTREF) for the 2020/2021 financial year in terms of Municipal Finance Management Act (MFMA) No.56 of 2003 read with Local Government: Municipal Budget and Reporting Regulations as well as MFMA Circulars 98 and 99. Provisions, obedience and approval shall comply with principles of constitutional democracy, safeguarding inclusive collaboration for all stakeholders in pursue of a developed society approving of both social and economic relief for uMlalazi Municipality and its people. The tabled budget is in line with the Government's National Development Plan (NDP), it responds to the President's immediate call for reprioritization of infrastructure development, social relief & development and focuses on community development and relief projects.

We need to equally acknowledge that our fight for inequality is an ongoing struggle against the system, and not the people. Our struggle as an institution is to deliver freedom to our people against patriarchy, racism, sexism, economic inequality and to rescue our people from the unjust historic systems of colonialism. The more inclusive our economy becomes, the greater its scope for growth and development befits. Planning and economic development is one of the government's priorities in the ongoing war against poverty and inequality. As a closest form of government to the people, the municipality shall always strive to complement the government's program in other spheres of governance through capacitating our local planning and economic development department with policies, projects and initiatives that transforms the systems and our local economy in favor of the people towards bettering their lives. Above changing the people's lives and bettering their situations, this department of Planning and Economic Development shall complement the municipal program to strengthen our capacity for revenue collection in terms of our municipal bylaws, in line with our tariffs and rates policies and according to the Division of Revenue Act (DoRA) with latest Bill issued in 2020 and Local Government: Municipal Property Rates Act No.6 of 2004 and regulations. Former Finance Minister Mr. Nhlanhla Nene stipulated in one of his Medium Term Budget Policy statements that ***"If we do not achieve growth, revenue will not increase. If revenue does not increase, expenditure cannot be expanded"***. As a municipality we are categorized as Level 3 based on our internally generated revenue being below R200 million. Land dispute issues have delayed our developmental projects resulting in us being in and out of courts to resolve these matters. Based on our latest audited results for 2018/19 financial, we are only R10 million short in revenue to reach category 4. The planning and economic development department has a potential to assist this institution and its beneficiaries with more sustainable economic development. This includes provision of empowerment opportunities to private entities and individuals. Such opportunities comprises of, even though not limited to; investment attraction to our towns, local economic development initiatives, SMME Development and youth business advisory initiatives, outdoor advertising, tourism and similar programmes that can bring growth to our municipality. There are challenges impeding on municipal projects by sectors of the society that are forcefully demanding participation in projects. Whilst we strive to give these opportunities to our people, we are bound to do this within the ambit of laws emanating from the applicable pieces of legislation. We have made significant strides in this regard though Supply Chain Management Policy reviews informed by latest developments in the Preferential Procurement Policy Framework Act Regulations promulgated in 2017. Quarterly reports in this regard are being tabled to Executive Committee of Council and they do indicate that the municipality is doing reasonable well and continue to strive for improvement. By being considerate of this key department in allocating resources for sustainable economic growth, the municipal council and administration will be ensuring the long term guarantee for a sustainable economy and development within our municipality and outside its borders.

Our procurement spending safeguards for inclusive growth through policy implementation, consistent monitoring, evaluation and accountability to the department and officials responsible. This is done in compliance with the government regulations and municipal policies while protecting the local economic development agenda and creation of a fair bidding process particularly for the designated groups of the historically disadvantaged backgrounds.

Whilst the municipality strives for development of local SMMEs, all procurement processes are fair, equitable, transparent, cost-effective and in line with all statutory regulations and according to Section 217 of the Constitution, the supreme guiding document for both the government and the people. Our responsibility as an institution of development and change goes far beyond provision of basic necessities of growth and survival. It is to honor confidence to our people and creation of opportunities for growth and development. We therefore need to create a conducive environment for the economy to grow and to ensure effective contribution and inclusive value chain management that integrates SMMEs to the mainstream economy. This means inter alia; addressing institutional and regulatory barriers of the economy for investments, development and growth. It challenges our commitment to innovation, new ideas, structural change, and proper allocation of resources for capital and operational expenditure.

Revenue and Expenditure

- Our 2020/2021 financial year municipal revenue reflects a 7.4% increase of R36 873 610 compared to the previous year's (2019/2020) budget.
- Our 2020/2021 financial year municipal operating expenditure will increase by 7.4 %, an addition of R36 870 930 from the previous financial year.
- The 2020/2021 municipal budget for capital expenditure reflects also a 4.3 % increase of R 2 931 240.
- Our budget also covers other expenditures comprising of various line items relating to day to day operations within the institution. This includes amongst others; municipal services received from King Cetshwayo District of R 3 Million, community based committees remuneration of R 3 Million and indigent relief of R4 Million.

Our capital expenditure of R71.5 million includes the municipal infrastructure grant (MIG) of R 38 Million for the 2020/2021 financial year and balance of R33 million from council's own funding sources and equitable share. This capital expenditure will assist municipality in building needed infrastructure as well as renewing health of council's assets.

With R63 million Grant from the Department of Human Settlements, we will continue to deliver housing projects to our communities. Funding will be used to continue with Mpungose and Ngudwini Housing as well as Sunnydale Phase 02 Extension projects. We will also do some work in Ndlangubo, Mpushini and Uyaya Housing Projects. With R7 million from Department of Minerals and Energy, we shall continue to ensure provision of electricity in the households that are still in need of this basic service.

We commit to sustain and monitor an effective government whose functions are efficient, effective, compliant and accountable to the people. We aim to restore dignity and secure opportunities for the youth, women, people with disabilities and all other historically underprivileged groups and communities alike. We strive for a better municipality that complements growth and development, systems that manures for economic growth and betterment of the people's conditions. We therefore have a collective responsibility to unite our people, to share skills, energies and capabilities in our disposal to build and encourage inclusive social solidarity as we defend our institutions of democracy and developing sustainable systems of development to our local economic development.

As I present this Budget and Medium Term Revenue and expenditure framework (MTREF), Mr Speaker, I would like to draw the attention of all stakeholders present here and challenge them to be the first and the last line of defence for the people, from councillors to administration, from business community to the labour force, Non-profit entities and organizations, volunteers and commanders on this army, the army for fundamental change in bettering the lives of our people, and lastly, the motive forces of our day to day struggle, the people of uMlalazi.

The former President of the Republic of South Africa Mr. Thabo Mbeki in one of his pieces (I Am an African), said ***“Whatever the setbacks of the moment, nothing can stop us now! Whatever the difficulties, Africa shall be at peace!”***

Our strength is indeed not tested during the best of our times, like many other pandemics existed in the past, this too shall pass and we need one another in a much better and healthier state for bigger responsibilities vested in our shoulders.

Our unity can never be compromised, our diversity must only be positive, progressive and not regressive towards our ability to provide services. It is through working together that we can increase our economic growth, fasten our public participation and inspire confidence in our economy and society.

Mr Speaker, I thank you for your collaboration in ensuring that this becomes a success, you always make my job as a political head of this institution doable even under difficult and severe conditions, please continue with your hard work, not only for this council but for the people of uMlalazi. Sibonge Amakhosi ase Ndlunkulu ngokudlala indima enkulu ekwenzeni ukuthi ukusebenza kwethu njengo hulumeni kubantu, ikakhulukazi ezindaweni zamakhosi kube yimpumelelo, nakukho konke ukubambisana okuhle esinakho nobuholi bendabuko, siyabonga. To the Deputy Mayor of our municipality, thank you Magutshwa for your continued support, and happy belated birthday as you were celebrating another year of struggle in bettering the lives of our people. Chief Whip of Council, Malandela, I thank you for ensuring all whips of political parties give positive input and for a pivotal role you play as a fellow Political Office Bearer in this municipality.

Thank you very much also to all municipal councillors, Members of Executive Committee and Members of various portfolio committees for their continued dedication and commitment.

To the administration team, we acknowledge and appreciate your outstanding commitment in day to day running of our municipality and in servicing the people of uMlalazi.

Our struggle does not end here, we still have a long journey ahead.

“With Confidence we lay our case before the whole world, whether we win or die, freedom will rise in Africa, like the sun from the morning clouds.”

Ladies and gentleman,

I hereby table before you, the Budget and Medium Term Revenue and Expenditure Framework (MTREF) for the 2020/2021 financial year.

I thank you,

2. BUDGET RELATED RESOLUTIONS

RECOMMENDED

	<i>Page</i>
1. That the annual budget of the municipality for the financial year 2020/2021; and indicative for the two projected outer years 2021/2022 and 2022/2023 be approved as set-out in the following schedules:	
1.1 Budget Summary (Financial Performance, Capital Expenditure and Fund sources, Financial Position, Cash Flows & Asset Management) Table A1	25
1.2 Budgeted Financial Performance (Revenue and Expenditure by Standard classification) Table A2	26
1.3 Budgeted Financial Performance (Revenue and Expenditure by Municipal Vote) Table A3	27
1.4 Budgeted Financial Performance (Revenue and Expenditure) Table A4	28
1.5 Budgeted Capital expenditure by Vote, Standard classification and funding- Table A5	31
2. That the financial position, cash flows, cash-backed reserve/accumulated surplus, asset management and basic service delivery measurements are adopted as set out in the following tables:	
2.1 Budgeted Financial Position-A6	33
2.2 Budgeted Cash Flows – Table A7	34
2.3 Cash backed reserves & accumulated surplus reconciliation Table A8	35
2.4 Asset Management- Table A9	36
2.5 Basic Service Delivery Measurement-Table A10	38
3. That the amendments to the budget related policies be approved.	
4. That the additional settlement discounts in terms of section 15 of the municipal property rates act, read together with clause 9 of the rates policy be approved as follows:	
• Commercial and industrial properties – 20% discount if property rates is paid on or before 30 September. • Agricultural properties/farms – 20% discount if property rates is paid before 30 September. • Residential properties – 20% discount if property rates is paid before 30 September.	
5. That the budget funding and tariffs be approved.	
6. That the due date for the agreed annual single rates payment as prescribed by Section 26(2) (a) of the Local Government Municipal Property Rates Act 6 of 2004 be determined to be 30 September 2020.	
7. That the allocations of the Equitable Share Grant over the MTREF period be approved as follows:	

DETAILS	Adjustments Budget 2019/2020 (R)	Budget Year 2020/2021 (R)	Budget Year 2021/2022 (R)	Budget Year 2022/2023 (R)
Youth development	825 000	800 000	810 000	820 000
Early childhood development	286 000	200 000	210 000	220 000
Community support programme	818 700	800 000	820 000	840 000
Local economic development (LED)	2 050 750	2 300 000	2 100 000	2 200 000
Youth business advisory centre	230 520	300 000	200 000	200 000
Rates relief	114 211 760	111 439 950	127 877 035	135 711 207
Depreciation on assets contribution	8 333 320	8 741 653	9 161 252	9 600 992
Poverty alleviation	3 749 400	2 850 000	2 910 000	2 973 000
Ward committee expenses	3 300 000	3 000 000	3 100 000	3 200 000
Councillor's remuneration	11 363 820	11 920 647	12 492 838	13 092 494
Councillor's funeral assistance	150 000	150 000	150 000	150 000
Animal pound facility	640 000	672 000	705 600	740 880
Rural fire prevention	100 000	200 000	250 000	300 000
Disaster assistance	350 000	800 000	820 000	840 000
Humanitarian assistance	1 100 000	1 200 000	1 300 000	1 350 000
Sport development	795 150	925 000	1 000 000	1 100 000
Cultural development	250 410	450 000	500 000	550 000
Special programmes	419 130	500 000	550 000	600 000
Operation Sukuma Sakhe	431 300	400 000	420 000	440 000
Local Aids Council	138 400	200 000	200 000	200 000
Sports fields - security	1 111 680	1 200 000	1 257 600	1 317 965
Rural grounds maintenance	60 000	250 000	260 000	270 000
Rural roads: Grader programme	6 659 960	11 000 000	11 528 000	12 081 344
Free refuse	1 884 290	1 976 619	2 073 473	2 175 074
Solid waste relief	5 056 090	5 303 838	5 558 423	5 825 227
Free electricity	4 000 000	5 212 548	5 462 750	5 724 962
Electricity relief	10 154 190	10 651 745	11 163 029	11 698 854
Capital projects contribution	4 849 810	12 942 000	7 290 000	7 480 000
Total	185 590 000	197 968 000	211 770 000	223 352 000

8. That in terms of Section 17 (3) (k) of the Local Government: Municipal Finance Management Act, (No. 56 of 2003), that the proposed cost to council of salary, allowances and benefits of Councillors and Senior officials be noted.
9. That the municipality's Service Level Standards be approved.
10. That the council approves that the IDP/Budget road shows cancellation as President Pronouncement.

3. EXECUTIVE SUMMARY

The application of sound financial management principles for the compilation of the municipality's financial plan is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The municipality's business and service delivery priorities were received as part of this year's planning and budget process. Where appropriate, funds were transferred from low to high priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and 'nice to have' items.

The municipality continues to focus on Department of Planning and Economic Development after the appointment of for the director in January last year. To get the department functional the municipality is required to reduce spending on social services and focus on economic development and people empowerment as well as SMME's. This would stimulate economic growth and create sustainable livelihoods for citizens whilst enhancing future revenue streams for the municipality. Areas needing attention from this department include Tourism, Local Economic Development, Investments attraction, Property Development, Building Inspectorate, Outdoor Advertising and related functions within the department.

The municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore the municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people led government.

The Budget/IDP process occurred according to the budget timetable approved by Council on 30 August 2019. This ensured compliance with the LG: MFMA and subsequent circulars in the preparation and approval of the multi-year budget/IDP.

The Budget and Medium Term Revenue and Expenditure Framework (MTREF) was also prepared taking cognizance of the contents of the Local Government: Municipal Finance Management Act No 56 of 2003. Circulars No. 98 and 99.

The main challenges experienced during the compilation of the 2020/2021 Budget and MTREF can be summarized as follows:

- The ongoing difficulties in the national and local economy;
- Ageing roads and electricity infrastructure;
- The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- Significantly high debt impairment emanating from poor collection mainly from traffic fines revenue as well as some significant debts owing by Government Departments and the balance by some households for more 120 days.
- The increased cost of bulk electricity (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable – as there will be a point where services will no longer be affordable;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies.
- Affordability of capital projects-original allocations had to be reduced and the operational expenditure associated with prior year's capital investments needed to be factored into the budget as part of the 2020/2021 budget and MTREF process.
- mSCOA reforms with stringent deadlines, compliance requirements.

The following budget principles and guidelines directly informed the compilation of the 2020/2021 Budget and MTREF:

- The 2019/2020 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted.
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk electricity. In addition, tariffs need to address infrastructure backlogs;
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

In view of the aforementioned, the following table is a consolidated overview of the proposed 2020/2021 Budget and Medium-term Revenue and Expenditure Framework:

3.1 Consolidated Overview of the 2020/2021 Budget and MTREF

Details	Adjustments Budget 2019/2020 (R)	Budget Year 2020/2021 (R)	Budget Year 2021/2022 (R)	Budget Year 2022/2023 (R)
Total Revenue	(501 399 840)	(538 173 450)	(498 368 340)	(525 701 510)
Total Expenditure	501 277 990	538 048 920	493 090 890	516 198 850
(Surplus)/Deficit for the year	(121 850)	(124 530)	(5 277 450)	(9 502 660)
Total Capital Expenditure	69 574 510	71 565 750	61 756 150	60 279 700

Operating revenue:

Description	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Percentage Growth	7.4%	-7.4%	5.5%
Growth/(decrease) in amounts	36 873 610	(39 805 110)	27 333 170

Operating expenditure:

Description	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Percentage Growth	7.4%	-8.4%	4.7%
Growth/(decrease) in amounts	36 870 930	(44 958 030)	23 107 960

Capital Budget:

Description	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Percentage Growth	4.3%	-13.7%	-2.4%
Growth/(decrease) in amounts	2 931 240	(9 809 600)	(1 476 450)

The capital budget is mainly funded from Government grants over the MTREF.

3.2 Operating Revenue Framework

For uMlalazi Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 95 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each services;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA)
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policy of the Municipality.

The following table is a summary of the 2020/2021 Budget and MTREF (classified by main revenue source):

3.2.1 Summary of revenue classified by main revenue source

Revenue	Adjustments Budget 2019/2020 (R)	Budget Year 2020/2021 (R)	Budget Year 2021/2022 (R)	Budget Year 2022/2023 (R)
Property rates	56 509 900	61 215 460	64 305 370	68 163 690
Service charges - electricity	74 441 930	77 988 160	82 084 460	87 009 530
Service charges - refuse	12 287 500	13 039 590	13 521 190	14 183 740
Rental of facilities and equipment	1 449 700	1 536 680	1 628 880	1 726 610
Interest earned - external investments	9 145 320	9 593 440	10 053 930	10 536 510
Fines and penalties	47 979 610	49 151 360	50 349 300	51 581 480
Licences and permits	81 050	33 940	35 610	37 310
Agency services	4 139 290	3 693 130	3 870 390	4 056 180
Other income	2 920 200	2 811 260	2 922 220	3 038 480
Transfers and subsidies	245 523 030	267 849 680	221 060 840	234 353 280
Gain on disposal of assets and liabilities	500 000	200 000	-	-
Total revenue (excluding capital transfers and contributions)	454 977 530	487 112 700	449 832 190	474 686 810

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

3.2.2 Operating transfers and grants receipts

The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Description R thousand	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
EXPENDITURE:						
<u>Operating expenditure of Transfers and Grants</u>						
National Government:	193 399	194 597	194 597	199 120	215 421	227 933
Local Government Equitable Share	179 542	180 740	180 740	185 026	204 480	215 872
Finance Management	1 770	1 770	1 770	1 700	1 770	1 770
Integrated National Electrification Programme	7 000	7 000	7 000	7 000	7 000	8 000
EPWP Incentive	3 068	3 068	3 068	3 388	-	-
Project Management Unit (MIG Projects)	2 019	2 019	2 019	2 006	2 171	2 291
Provincial Government:	50 826	50 826	50 826	68 729	5 640	6 420
Museum Subsidy	386	386	386	408	429	449
PT: Provincialisation of Libraries	4 400	4 400	4 400	500	535	562
Community Library Services Grant	450	450	450	4 523	4 676	4 909
Ward Base Plan	-	-	-			500
Dept of Human settlements	44 997	44 997	44 997	63 298		
COGTA: Municipal Spatial Development Framework Grant	593	593	593			
District Municipality:	100	100	100	-	-	-
King Cetshwayo Grant	100	100	100		-	-
Total operating expenditure of Transfers and Grants:	244 325	245 523	245 523	267 850	221 061	234 353

3.3 Tariffs

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the municipality.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of the projected inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The percentage increase of Eskom's bulk tariff is above the mentioned inflation target. Given that this tariff increase is determined by external agencies, the impact it has on the municipality's electricity tariffs are largely outside the control of the municipality. Discounting the impact of this price increase in lower consumer tariffs will erode the future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilized for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity, petrol, diesel, chemicals, cement, etc. The current challenge facing the municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by their operational efficiency gains or service level reductions. Within this framework the municipality has undertaken the tariff setting process relating to service charges as follows:

3.3.1 Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

National Treasury's MFMA Circular No.51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on 1 July 2009 and prescribe the rate ratio to residential properties to be 0.25:1. The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality has been amended accordingly.

The following stipulations are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17 (h) of the MPRA). In addition to this rebate, a further R135 000 reduction on the market value of a property will be granted in terms of the municipality's own Property Rates Policy;
- 100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy;
- For pensioners, physically and mentally disabled persons, a rebate will be granted to owners of rate-able property as follows:
40 per cent rebate

- (i) A single person receiving a total income of **R7 579** per month or less
- (ii) A married couple receiving a joint monthly income of **R9 455** per month or less

20 per cent rebate

- (i) A single person receiving a total income of **R7 580** per month or more
- (ii) A married couple receiving a joint monthly income of **R9 455** per month or more

In this regard the following stipulations are relevant:

- The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependents without income;
- The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of health, also proof of the annual income from a social pension;
- The applicant's account must be paid in full, or if not, an arrangement to the debt should be in place; and
- The property must be categorized as residential.

The council at its meeting held on 29 May 2012, resolved to grant a **20%** discount to ratepayers that makes a single rates payment at the end of September of each year.

These rebates are not automatic, but are conditional upon the annual rates payable being settled by no later than 30 November 2020.

The categories of rate-able properties for purposes of levying rates and the proposed rates for the 2020/2021 financial year contained below:

Category	2019/2020 (c/R)	2020/2021 (c/R)	% decrease
Residential property	1.1838	1.0744	9.24%
Commercial and Industrial property	1.4797	1.3430	9.24%
Mining	2.3675	2.1489	9.24%
Vacant Land	2.3675	2.1489	9.24%
State and Education	1.4797	1.3430	9.24%
Public Benefit Organisation	0.2959	0.2686	9.24%
Agricultural property	0.2959	0.2686	9.24%
Public service infrastructure	0.2959	0.2686	9.24%

The differential rating idea came about upon studying different rating methods applied across the country. The workshops conducted by COGTA have indicated that this is the best international practice. Emphasis is made on the fact that internationally, businesses contribute a little bit more to the coffers of the Municipality because they are able to pass the on the burden of rates to their consumers whereas the residential consumers are not in this position. Further to this, any expenditure incurred is tax deductible for businesses whereas for residential customers it is not the case. When calculating the different randages, the effect on each customers account has been taken into account; even though different randages were applied, the overall result is the reduction in the randage, even for businesses.

A punitive tariff has been maintained for all vacant undeveloped properties within the boundaries of the Municipality. The main reason for this is to encourage all owners of these properties to develop as soon as possible. Council loses revenue on all undeveloped land.

The uMlalazi Municipality will be implementing the fourth valuation roll prepared in terms of the Municipal Property Rates Act. For the purposes this implementation, applicable tariffs had to re-determined to ensure that effective increases in customer accounts remain as low as possible. The effect of this redetermination of tariffs has resulted in all applicable tariffs being reduced by 9.24 %. It must be noted that this does not equate to a reduction in the customers account by the same percentage, but the change in the customers account will differ from one property to the other based on the individual valuation of the property.

The fourth valuation has resulted in a general increase of between 20 and 30 % in property values over the five year period.

3.3.2 Sale of Electricity and Impact of Tariff Increases

The municipality has increased electricity tariffs by 6.22 per cent as per NERSA guide lines. It should be noted that given the low tariff increase, it is expected that it will have a negative impact on the municipality's revenue from electricity.

The inadequate electricity bulk capacity and the impact on service delivery and development remains a challenge for the municipality. Most of the reticulation network was designed or strengthened in the early 1980's with an expected 20-25 year life expectancy. The upgrading of the municipality's electricity network has therefore become a strategic priority, especially the substations and transmission lines.

3.3.3 Waste Removal and Impact of Tariff Increases

Currently solid waste removal is subsidized with an allocation from the equitable share grant of **R5 303 838**. Without this subsidy, the solid waste removal service will operate at a deficit. The main contributors to the high operational cost are cost of remuneration, bin liners, repairs and maintenance on vehicles, increases in fuel and solid waste contracts.

The municipality have implemented and monitor a recycling program in the community, to ensure that this service can be rendered in a sustainable manner over the medium to long term.

The waste removal tariffs are increased by **6** percent.

3.4 Operating Expenditure Framework

The Municipality's expenditure framework for the 2020/2021 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash backed reserves to fund any deficit;
- Funding of the budget over the medium term as informed by Section 18 and 19 of the MFMA;
- The Capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of no project plan no budget. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2020/2021 budget and MTREF (Classified per main type of operating expenditure):

3.4.1 Summary of operating expenditure by standard classification item

Expenditure	Adjustments Budget 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Employee related costs	147 666 770	156 783 970	166 974 800	177 828 220
Remuneration of councillors	22 957 210	24 392 060	25 977 490	27 666 020
Debt impairment	46 201 600	45 363 610	45 817 260	46 275 430
Depreciation & asset impairment	52 290 040	53 335 820	54 402 560	55 490 620
Finance charges	310 190	372 640	330 060	287 470
Bulk purchases	59 031 250	62 868 280	66 150 010	72 037 360
Other materials	11 094 720	11 139 980	11 585 560	12 048 590
Contracted services	115 452 050	134 051 030	68 979 320	69 902 090
Transfers and subsidies	5 495 660	8 759 810	7 984 280	8 093 310
Other expenditure	40 678 500	40 981 720	44 889 550	46 569 740
Loss on disposal of PPE	100 000	-	-	-
Total expenditure	501 277 990	538 048 920	493 090 890	516 198 850

• Employee Related Costs

The budget allocation for employee related costs for 2020/2021 financial years totals R181 176 030 including remuneration of Councillors which equals to 38.15 percent of the total operating expenditure. The employee related costs are growing by **20.43** per cent from 2019/2020 (adjustments budget) to 2022/2023.

Provision has been made for the following:

- The salaries draft budget of 2020/2021 financial year is based on the organogram that was approved by Council on **11 December 2018**. New and vacant positions were not automatically budgeted for unless identified by management as critical. Existing positions vacated during the year have been budgeted for accordingly except for instances where posts were deemed not critical.
- The salary increase is in terms of clause 6.6 and 6.8 of the collective agreement which translates to 6.25%.
- All other employer related contributions that are linked to the basic salary must be increased by the same percentage as that of salaries and wages and has been increased accordingly.
- The minimum wage has been increased by the same rate of 6.25%, from R7 839.31 to R 8 329.27 as stipulated in clause 7.4 of the Collective Agreement .

- The table below shows all employee related costs:

Employee related costs	Adjustments Budget 2019/20	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Basic Salaries and Wages	91 737 740	98 069 110	104 443 630	111 232 420
Pension and UIF Contributions	17 491 230	18 838 470	20 062 930	21 366 960
Medical Aid Contributions	6 433 720	6 805 280	7 247 650	7 718 740
Overtime	5 912 580	6 272 580	6 680 310	7 114 530
Performance Bonus	673 130	715 200	761 710	811 230
Motor Vehicle Allowance	5 039 860	5 354 890	5 702 900	6 073 560
Cellphone Allowance	1 414 100	1 502 540	1 600 150	1 704 120
Housing Allowances	1 425 700	1 517 510	1 616 180	1 721 260
Other benefits and allowances	11 182 590	12 038 920	12 821 400	13 654 920
Annual leave	4 898 780	4 170 050	4 441 060	4 729 770
Long service awards	716 350	712 130	758 410	807 720
Post-retirement benefit obligations	740 990	787 290	838 470	892 990
TOTAL	147 666 770	156 783 970	166 974 800	177 828 220

- The table below shows a further breakdown of the other benefits and allowances:

Other benefits and allowances	Adjustments Budget 2019/20	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Rental Subsidy	68 550	72 870	77 520	82 660
Acting and Post Related Allowances	251 800	228 860	243 730	259 590
Standby Allowance	1 733 720	1 828 430	1 947 300	2 073 870
Night Shift	402 140	427 270	455 050	484 620
Group Life Insurance	1 578 800	1 694 240	1 804 370	1 921 670
Staff Bonuses	7 147 580	7 787 250	8 293 430	8 832 510
	11 182 590	12 038 920	12 821 400	13 654 920

- **Remuneration of Councillors**

The cost associated with the remuneration of councilors is determined by the Minister of Co-Operative Governance and Traditional Affairs, in accordance with the remuneration of Public Bearers Act (Act 20 of 1998). The most recent promulgation in this regard has been taken into account in compiling the municipality's budget. Provision has been made for a 6.25% increase in allowances for the three budget years.

- **Debt impairment**

The budget provided is based on the audit outcome of the 2018/2019 financial year. The amount represents **8.43%** of the total expenditure budget.

- **Provision for depreciation and asset impairments**

Provision for depreciation and asset impairments is informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total **R53 335 820** for the 2020/2021 financial and equates to **9.91** per cent of the total operating expenditure.

- **Finance charges**

Finance charges consist primarily of the repayment of interest on long term borrowing (cost of capital). Finance charges make up **0.08** per cent (**R372 640**) of operating expenditure excluding annual redemption for 2019/2020 and decreases to **R287 470** by 2022/2023.

- **Bulk purchases**

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increase of 8.1 percent have been factored into the budget appropriations and directly inform the revenue provisions. The expenditure include distribution losses.

- **Other materials**

Other material provides for the day to day running of the municipality and material needed for service delivery. This line includes stationery, cleaning materials, fuel, materials used for electricity supply, materials used of building maintenance and road maintenance.

Provision is made for the following other materials:

Description	Adjustments Budget 2019/20	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Inventory Consumed Consumables Standard Rated (stationery, cleaning materials, etc.)	2 599 920	2 733 970	2 843 300	2 956 650
Inventory Consumed Consumables Zero Rated (Fuel)	4 205 970	4 332 130	4 505 440	4 685 660
Inventory Consumed Materials and Supplies (asphalt hot mix, asphalt cold mix, stones, sand , etc.)	4 260 910	4 045 120	4 206 910	4 375 170
	11 094 720	11 139 980	11 585 560	12 048 590

- **Contracted services**

As part of the compilation of the 2020/2021 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced. In the 2020/2021 financial year, this group of expenditure totals **R133 901 030** for the two outer years it has been limited to a decrease of **(48.5)** and an increase of **1.3** per cent.

Provision is made for the following contracted services:

Description	Adjustments Budget 2019/20	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Weed Eradication	55 820	350 000	360 500	371 320
Animal Care (Animal Pound)	640 000	650 000	680 000	710 000
Burial Services (Destitute Burial)	1 100 000	1 200 000	1 300 000	1 350 000
Accounting And Auditing	2 380 040	2 380 200	2 421 610	2 464 250
Clearing And Grass Cutting Services	3 112 780	3 272 790	3 428 840	3 593 230
Litter Picking And Street Cleaning (CBD)	1 052 230	1 120 000	1 180 000	1 240 000
Personnel And Labour (Work Creation Projects and EPWP)	8 718 990	7 320 000	4 189 600	4 149 960
Electricity (Outsourced electrical Services)	20 000	10 000	10 000	10 000
Refuse Removal	5 875 430	6 820 000	7 157 000	7 500 000
Security Services	9 845 460	9 876 960	10 361 500	10 870 000
Traffic Fines Management	2 150 000	2 214 500	2 280 940	2 349 360
Electrical (Electrification Programme)	7 284 630	7 293 170	7 301 960	8 311 020

Audit Committee	214 810	221 250	227 890	234 730
Post-Employment Report Contracted Services	11 420	11 760	12 120	12 480
Medical Examinations	50 000	51 500	53 050	54 640
Research And Advisory (Agricultural Plan, Competency Testing, Forensic investigation, Nodal Plan and Municipal Spatial Development Framework)	4 048 100	2 309 320	1 340 100	1 422 000
Valuer And Assessors	1 255 550	1 293 220	1 332 010	1 371 970
Land And Quantity Surveyors	100 000	-	900 000	900 000
Town Planner	1 385 000	1 100 000	1 336 400	1 389 860
Legal Advice And Litigation	995 000	824 000	1 048 720	1 074 180
Collection	479 400	493 780	508 600	523 850
Artists And Performers	15 600	102 000	102 000	102 000
Catering Services	1 567 160	1 811 940	1 816 130	1 849 780
Graphic Designers	50 000	51 500	53 050	54 640
Maintenance Of Buildings And Facilities	2 873 270	849 130	874 610	900 850
Maintenance Of Equipment	600 270	678 450	698 050	718 230
Maintenance Of Unspecified Assets (Grader Programme and Maintenance of municipal vehicles	12 992 740	16 145 120	13 737 870	14 357 900
Gardening Services	-	50 000	300 000	-
Communications	-	-	2 000 000	-
Pest Control And Fumigation	3 760	3 870	3 990	4 110
Prepaid Electricity Vendors	1 424 420	1 467 150	1 511 170	1 556 500
Stage And Sound Crew	248 330	631 000	451 610	455 230
Rural Housing Project	44 901 840	63 298 420	-	-
	115 452 050	133 901 030	68 979 320	69 902 090

Transfers and Subsidies

Provision is made for the following transfers and subsidies:

Description	Adjustments Budget 2019/20	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Early Childhood - Furniture And Equipment For Creche's, Community Halls And Peace Centres	777 300	590 000	710 000	780 000
SMME support	2 260 750	5 330 000	4 400 000	4 400 000
Donations to Schools	15 000	-	-	-
S P C A Grant In Aid	145 000	150 000	155 000	160 000
Tourism Grant In Aid	220 190	225 000	230 000	235 000
Zululand Historical Museum	253 620	284 810	299 280	313 310
Bursaries (Non-Employee)	350 000	100 000	100 000	100 000
Households (Groceries , Temporal Shelters And Food Parcels)	1 323 430	1 925 000	1 930 000	1 940 000
Social Welfare Grant In Aid	150 370	155 000	160 000	165 000
Total	5 495 660	8 759 810	7 984 280	8 093 310

• Other expenditure

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

Provision is made for the following general expenses:

Description	Adjustments Budget 2019/20	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Advertising, Publicity and Marketing Bursaries (Non-employees)	9 140	9 410	9 790	10 180
Advertising, Publicity and Marketing Customer/Client Information	123 210	126 910	131 980	137 260
Advertising, Publicity and Marketing Gifts and Promotional Items	1 521 100	1 040 760	1 063 990	1 088 140
Advertising, Publicity and Marketing Municipal Newsletters	150 000	154 500	160 680	167 110
Advertising, Publicity and Marketing Staff Recruitment	174 860	180 110	187 310	194 800
Advertising, Publicity and Marketing Tenders	335 990	346 070	359 910	374 310
Assets less than the Capitalisation Threshold (loose tools)	146 210	140 290	145 910	151 750
External Audit Fees	2 300 620	2 369 640	2 464 420	2 563 000
Bank Charges, Facility and Card Fees Bank Accounts	370 000	381 100	396 340	412 200
Bargaining Council	1 421 610	1 567 840	1 669 750	1 778 280
Bursaries (Employees)	439 400	450 000	468 000	486 720
Commission Third Party Vendors	58 200	59 950	62 340	64 840
Communication Cellular Contract (Subscription and Calls)	-	-	-	-
Communication Licences (Radio and Television)	(22 000)	22 660	23 570	24 510
Communication Postage/Stamps/Franking Machines	280 120	288 530	300 060	312 060
Communication Radio and TV Transmissions	380 000	180 900	188 140	195 660
Communication Telephone, Fax, Telegraph and Telex	1 094 490	1 127 320	1 172 420	1 219 310
Entertainment Councillors	67 700	69 730	72 520	75 410
Entertainment Senior Management	102 190	105 260	109 470	113 850
External Computer Service Data Lines	20 850	21 480	22 330	23 230
External Computer Service Information Services	71 400	73 540	76 480	79 540
External Computer Service	200 000	206 000	214 240	222 810
External Computer Service Software Licences	2 111 150	2 064 630	2 497 220	2 597 100
External Computer Service System Adviser	1 980 000	2 146 090	2 232 120	2 249 300
Honoraria (Voluntarily Workers)	93 970	55 000	55 400	55 820
Insurance Underwriting Insurance Brokers Fees	653 920	673 520	700 490	728 500
Insurance Underwriting Excess Payments	32 220	33 190	34 510	35 890
Insurance Underwriting Premiums	1 723 170	1 374 860	1 429 860	1 487 050
Land Alienation Costs	150 000	154 500	160 680	167 110
Licences Performing Arts	3 580	3 690	3 830	3 990
Municipal Services (King Cetshwayo District Municipality - Water)	3 185 570	2 881 140	2 996 390	3 116 230
Registration Fees Professional and Regulatory Bodies	66 160	68 140	70 870	73 710
Registration Fees National (Municipal Staff Training)	1 962 240	2 055 740	2 131 320	2 200 570
Printing, Publications and Books	100 190	103 200	107 320	111 610
Professional Bodies, Membership and Subscription	62 610	64 480	66 920	69 160
Remuneration to Ward Committees	3 000 000	3 000 000	3 100 000	3 200 000
Road Worthy Test	48 040	49 480	51 460	53 520
Skills Development Fund Levy	1 421 610	1 567 840	1 669 750	1 778 280
Storage of Files (Archiving)	58 540	60 300	62 710	65 220
Transport Provided as Part of Departmental Activities Events	648 470	1 024 000	891 120	905 400
Travel and Subsistence Domestic Accommodation	1 871 040	977 170	1 966 260	2 044 900
Travel and Subsistence Domestic Food and Beverage (Served)	34 620	20 210	21 020	21 850
Travel and Subsistence Domestic Incidental Cost	15 840	16 310	16 970	17 640
Travel and Subsistence Domestic Transport without Operator Car Rental	135 140	139 190	144 760	150 550
Travel and Subsistence Domestic Transport without Operator Own Transport	501 530	516 580	537 240	558 730
Travel and Subsistence Domestic Transport with Operator Public Transport Air Transport	391 240	402 970	419 100	435 860
Travel and Subsistence on-employees	28 190	29 040	30 200	31 410
Uniform and Protective Clothing	1 734 630	2 235 770	1 945 190	2 007 030
Vehicle Tracking	319 880	329 480	342 660	356 360

Workmen's Compensation Fund	800 000	824 000	856 960	891 240
Seating Allowance for Traditional Leaders	112 000	115 360	119 970	124 770
Hire Charges	951 010	1 030 630	2 525 020	2 557 830
Operating Leases Furniture and Office Equipment	1 227 870	1 264 700	1 315 280	1 367 910
Operating Leases Solid Waste Disposal	488 140	502 780	522 900	543 810
Operating Leases Transport Assets	1 236 030	1 273 110	1 324 040	1 377 000
Operating Leases Other Assets	212 650	219 030	227 790	236 900
Signage	66 100	72 970	75 890	78 930
Car Valet and Washing Services	3 000	3 090	3 210	3 340
Laundry Services	3 060	3 150	3 280	3 410
Indigent Relief	4 000 000	4 704 380	4 930 190	5 166 840
TOTAL	40 678 500	40 981 720	44 889 550	46 569 740

• Repairs and Maintenance

This type of expenditure is not reflected separately. Repairs and maintenance is spread amongst employee cost, other materials and contracted services.

Hereunder is a table reflecting the budget that is provided for repairs and maintenance:

Repairs and Maintenance by Expenditure Item	Adjustments Budget 2019/20	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Employee related costs	22 564 440	23 839 963	25 389 561	27 039 882
Other materials	4 125 820	3 916 267	4 072 918	4 235 835
Contracted Services	6 110 760	3 738 353	3 850 904	3 966 801
Other Expenditure				
Total Repairs and Maintenance Expenditure	32 801 020	31 494 584	33 313 383	35 242 518
Repairs and maintenance as a percentage of PPE	3,9%	3,9%	4.1%	4.4%
Benchmark	8%	8%	8%	8%

Even though, the budgeted amounts for repairs and maintenance are less than the threshold of 8% of the asset value of the municipality's property, plant and equipment, management is confident that the budgeted amounts are adequate to secure the ongoing health of the municipality's infrastructure.

3.5 Capital Budget

The following guidelines were applied in order to value and prioritize the capital projects:

- In line with the Council's revised IDP
- Carry over of previously approved projects
- Existing Council's resolutions, statutory requirements and services related benefits.
- Provision was made for the basic capital projects to be funded from the equitable share if actual cash is available.
- The capital for department's budget increased by less than 1 per cent.

The components of the capital budget are as follows:

Description	Adjustments Budget 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Department requirements	29 663 510	33 447 000	20 510 000	16 745 000
Department of Economic Development and Tourism	250 000	-	-	-
MIG projects	39 661 000	38 118 750	41 246 150	43 534 700
Total	69 574 510	71 565 750	61 756 150	60 279 700

The capital budget will be funded as follows:

Description	Adjustments Budget 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
MIG	39 661 000	38 118 750	41 246 150	43 534 700
Equitable share	4 274 810	12 942 000	7 290 000	7 480 000
Department of Economic Development and Tourism	250 000	-	-	-
Own Funds	25 388 700	20 505 000	13 220 000	9 265 000
Total	69 574 510	71 565 750	61 756 150	60 279 700

The capital for departments is set out as follows:

Description	Amount
Community Asset	6 820 000
Computer Equipment	5 230 000
Electricity	1 080 000
Furniture and Office Equipment	995 000
Machinery and Equipment	2 372 000
Roads	9 450 000
Storm Water	3 000 000
Vehicle	4 500 000
Total	33 447 000

The following must be noted:

- The budget of R3 830 000 provides for fiber link between offices
- The budget of R2 000 000 has been provided for refuse truck and other vehicles.
- Within the roads budget of R5 400 000 is the budget of urban roads rehabilitation.

Municipal Infrastructure Grant Project for the next three budget years are as follows:

Description	Ward	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Halls And Offices				
Bayedle Hall	16	-	-	4 000 000
Macotshaneni Community Hall	2	-	-	4 000 000
Mpumazi Community Hall	14	-	3 000 000	-
Slambo Community Hall	3	-	3 000 000	-
Roads And Causeways				
Endayeni to Ngedlezi Road	4	-	-	4 000 000
Esiphezi Road & Causeway	9	250 000	3 750 000	
Ethafeni Road	18	1 000 000	-	-
Eyetheni Road	21	-	-	4 534 700
Ezislulwini Road	4	-	3 000 000	-
Rehabilitation of Hurley Hutchinson	19	3 000 000		
Ndlongolwane Road and Causeway	4	3 000 000	-	-
Izingwenya Road	15	3 618 750	-	-
Kangela Road Rehabilitation - Phase 3	11	1 000 000	-	-
Kwabhonga Road	26	3 500 000	-	-
Ofasimba Road	25			3 500 000
Vekeza Road	17			3 000 000
Kwamfana Main Road and Causeway	13	250 000	3 579 150	-
Makhehle Road	24	250 000	3 250 000	
Mbhabha Causeway		-	-	4 000 000
Mbongolwane Road and Causeway	4	-	-	-
Sunnydale Road	11	250 000	6 000 000	-
Ngqathu Causeway	6	250 000	3 750 000	-
Rehabilitation of Osborn Road - Phase 2	11	11 750 000	2 000 000	-
Yimba Pedestrian Bridge	19	-	-	4 000 000
Sports Fields				
King Dinizulu Sports Park - Phase 1	12	10 000 000	4 917 000	-
Kwandlovu Sportsfield	2	-	-	4 000 000
Manzamnyama Sportfield	22	-	-	4 000 000
Mashabase Sportsfield	1		3 000 000	-
Rehabilitation of Gingindlovu Sports Field	18		2 000 000	-
Skebheni Sport Facility		-		4 500 000
Sub Total		38 118 750	41 246 150	43 534 700
PMU Admin		2 006 250	2 170 850	2 291 300
TOTAL		40 125 000	43 417 000	45 826 000

The capital budget will be spent on the following categories of assets:

DESCRIPTION	AMOUNT (R)	%
Infrastructure		
Rural	12 118 750	17
Urban	28 450 000	40
Electricity	1 080 00	2
Community Asset		
Rural	1 445 000	2
Urban	15 375 000	21
Other Assets	13 097 000	18
Total	71 565 750	100

Other assets are made up as follows:

DESCRIPTION	AMOUNT
Computer Equipment	5 230 000
Furniture and Office Equipment	995 000
Machinery and Equipment	2 372 000
Vehicle	4 500 000
Total	13 097 000

Renewal of existing assets

Hereunder is a table reflecting the budget that is provided for the renewal of existing assets:

Description	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
Total capital budget	71 565 750	61 756 150	60 279 700
Total Capital Expenditure on renewal of existing assets	33 860 000	17 650 000	10 895 000
Renewal and upgrading of existing assets as percentage of the total capital budget	47%	29%	18%

Benchmark	40%	40%	40%
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The table below analyses the budgeted transactions within the capital replacement reserve (CRR) for the MTREF period, based on the tabled budget.

DESCRIPTION	Current year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Opening balance	57 060 152	48 383 022	43 303 022	44 183 022
Less: Capital budget commitments	(20 177 130)	(14 920 000)	(10 220 000)	(9 310 000)
Plus: Interest earned on CCR short term deposit	4 000 000	3 900 000	3 700 000	3 500 000
Plus: Contribution from operating account	6 000 000	5 700 000	5 900 000	6 100 000
Unspent equitable share grant (operational) Interest received on short term deposits	1 000 000	500 000	500 000	500 000
	5 000 000	5 200 000	5 400 000	5 600 000
Plus: Unspent equitable share grant (capital)	500 000	500 000	500 000	500 000
Additional cash contribution (CFO decision once AFS results are known)	1 000 000	1 000 000	1 000 000	1 000 000
Closing balance of the Capital Replacement Reserve	48 383 022	43 303 022	44 183 022	45 973 022

It is thus clear from the above the present levels of financing of capital budgets from the CRR are sustainable over the medium term.

It must however be stressed that it is of absolute importance that capital projects be prioritized to ensure that available funds are allocated towards the most important projects. The municipality will always have the challenge to allocate its limited resources amongst the vast number of needs of its community.

3.6 Financial position of Council

The accumulated surplus of the Council was **R906 334 802** as at 30 June 2019. It must be noted that this amount is not cash backed. The surplus for the 2020/2021 and the next two years is projected as follows:

2020/2021	-	R 108 040
2021/2022	-	R 5 286 650
2022/2023	-	R 9 358 410

3.7 Alignment with National Priorities

3.7.1 In preparing the budget, government's 12 outcomes were taken into account.

These outcomes are:

- Improve the quality of basic education
- Improve health and life expectancy
- All people in South Africa protected and feel safe
- Decent employment through inclusive economic growth
- A skilled and capable workforce to support inclusive growth
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable and sustainable rural communities and food security
- Sustainable human settlements and improved quality of household life
- A response and, accountable, effective and efficient local government system.
- Protection and enhancement of environmental assets and natural resources
- A better South Africa, a better and safer Africa and world
- A development orientated public service and inclusive citizenship

These objectives are directly relevant to the municipality. The challenge for the municipality is do more within its existing resource envelope.

3.8 The Municipality's role in employment creation

"Employment is central to human dignity, sustainable economic development and social cohesion. Creating jobs and increasing employment is South Africa's most critical objective.

While there are many policy options to consider, emphasis should be placed on removing the structural impediments to faster job growth. This means aligning real wage growth with productivity, speeding up regulatory reform to ensure that young and less skilled workers can access the job market, and ensuring that further education and training programmes provide the real world skills needed by public and private sector employers. Public employment to support service delivery, and public works projects that draw in lower skilled workers, will continue to play an important role. The issue of youth unemployment is imperative and needs to be confronted directly."

The Council will explore how it can contribute to job creation when revising the IDP and preparing the 2019/2020 budget. However, the Council will not just employ more people without any reference to the level of staffing required to deliver effective services, and what is financially sustainable over the medium term. The Council will focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate
- Ensuring that service providers use labour intensive approaches.
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programmes; and
- Implementing interns programmes to provide young people with on the job training.

With reference to employment creation, provision is made for the following:

- Contractors that are appointed for Municipal Infrastructure Grant (MIG) projects, are encouraged to make use of local labour;
- **R4 032 000** from the equitable share is allocated for work creation projects;
- The Municipality has received a **R3 388 000** grant to participate in the Extended Public Works Programme, and
- The Council has appointed a number of interns in deferent departments.

3.9 Key amendments to budget –related policies

The amendments to the budget related polices are set under section 8 of the budget document.

4. Annual Budget Tables

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KZN284 uMlalazi - Table A1 Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands										
<u>Financial Performance</u>										
Property rates	46 588	48 143	54 035	56 411	56 510	56 510	56 510	61 215	64 305	68 164
Service charges	70 687	77 876	80 994	85 893	86 729	86 729	86 729	91 028	95 606	101 193
Investment revenue	5 567	4 229	4 787	5 145	9 145	9 145	9 145	9 593	10 054	10 537
Transfers recognised - operational	148 258	176 200	215 087	244 325	245 523	245 523	245 523	267 850	221 061	234 353
Other own revenue	47 653	59 053	48 508	56 570	56 570	56 570	56 570	57 426	58 806	60 440
Total Revenue (excluding capital transfers and contributions)	318 753	365 500	403 412	448 344	454 478	454 478	454 478	487 113	449 832	474 687
Employee costs	101 519	107 782	132 135	143 745	147 667	147 667	147 667	156 784	166 975	177 828
Remuneration of councillors	17 632	20 041	21 510	22 957	22 957	22 957	22 957	24 392	25 977	27 666
Depreciation & asset impairment	41 264	47 516	44 980	52 290	52 290	52 290	52 290	53 336	54 403	55 491
Finance charges	537	490	447	310	310	310	310	373	330	287
Materials and bulk purchases	54 912	56 599	61 540	70 331	70 126	70 126	70 126	74 008	77 736	84 086
Transfers and grants	2 952	3 322	5 286	5 206	5 496	5 496	5 496	8 760	7 984	8 093
Other expenditure	144 980	153 070	183 426	199 471	201 932	201 932	201 932	220 396	159 686	162 747
Total Expenditure	363 796	388 820	449 324	494 310	500 778	500 778	500 778	538 049	493 091	516 199
Surplus/(Deficit)	(45 042)	(23 320)	(45 912)	(45 965)	(46 300)	(46 300)	(46 300)	(50 936)	(43 259)	(41 512)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	57 024	39 333	56 278	44 409	44 761	44 761	44 761	51 061	48 536	51 015
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	1 662	1 662	1 662	1 662	-	-	-
Surplus/(Deficit) after capital transfers & contributions	11 982	16 014	10 365	105	122	122	122	125	5 277	9 503
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	11 982	16 014	10 365	105	122	122	122	125	5 277	9 503
<u>Capital expenditure & funds sources</u>										
Capital expenditure	-	45 891	52 726	67 879	69 575	69 575	69 575	71 566	61 756	60 280
Transfers recognised - capital	-	45 891	52 726	43 065	44 761	44 761	44 761	51 061	48 536	51 015
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	24 814	24 814	24 814	24 814	20 505	13 220	9 265
Total sources of capital funds	-	45 891	52 726	67 879	69 575	69 575	69 575	71 566	61 756	60 280
<u>Financial position</u>										
Total current assets	110 702	136 510	158 160	87 976	131 558	131 558	131 558	105 138	109 114	125 117
Total non current assets	832 227	829 084	829 877	863 433	863 433	863 433	863 433	841 780	843 365	842 102
Total current liabilities	45 191	49 018	56 782	46 643	46 643	46 643	46 643	28 173	23 693	28 659
Total non current liabilities	23 257	23 367	25 980	21 859	21 859	21 859	21 859	26 348	26 505	26 662
Community wealth/Equity	874 481	893 209	905 274	882 907	926 489	926 489	926 489	892 396	902 281	911 897
<u>Cash flows</u>										
Net cash from (used) operating	49 049	60 262	65 849	39 248	53 992	53 992	53 992	61 942	65 974	76 624
Net cash from (used) investing	(75 022)	(46 246)	(52 097)	(67 379)	(69 075)	(69 075)	(69 075)	(71 366)	(61 756)	(60 280)
Net cash from (used) financing	(343)	(354)	(343)	(343)	(343)	(343)	(343)	(343)	(343)	(343)
Cash/cash equivalents at the year end	86 123	99 785	113 194	54 161	97 743	97 743	97 743	62 188	66 063	82 065
<u>Cash backing/surplus reconciliation</u>										
Cash and investments available	86 124	99 797	113 195	54 162	97 744	97 744	97 744	62 188	66 063	82 065
Application of cash and investments	14 473	3 142	9 039	15 865	15 399	15 399	15 399	13 858	21 745	25 309
Balance - surplus (shortfall)	71 651	96 656	104 156	38 297	82 345	82 345	82 345	48 329	44 318	56 756
<u>Asset management</u>										
Asset register summary (WDV)	-	894 947	0	852 411	852 411	852 411	852 411	825 658	827 245	825 983
Depreciation	-	47 516	44 980	52 290	52 290	52 290	52 290	53 336	54 403	55 491
Renewal and Upgrading of Existing Assets	-	12 801	-	14 600	29 594	29 594	29 594	33 860	17 650	10 895
Repairs and Maintenance	-	22 691	-	31 864	32 801	32 801	32 801	31 495	33 313	35 243
<u>Free services</u>										
Cost of Free Basic Services provided	2 293	1 050	2 341	2 961	3 067	3 067	2 485	2 485	2 612	2 746
Revenue cost of free services provided	29 062	27 627	2 850	20 826	37 043	37 043	18 591	18 591	19 706	20 889
<u>Households below minimum service level</u>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

KZN284 uMlalazi - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1									
Revenue - Functional										
Governance and administration		230 026	256 002	279 822	257 424	262 146	262 153	271 856	290 858	307 251
Executive and council		169 610	196 725	212 488	183 916	184 538	184 546	189 213	204 327	215 889
Finance and administration		60 416	59 277	67 334	73 509	77 608	77 608	82 643	86 531	91 361
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		4 246	5 078	43 006	97 863	97 606	97 606	116 579	54 752	56 793
Community and social services		2 087	4 535	5 290	9 361	9 011	9 011	8 317	8 719	9 644
Sport and recreation		956	348	26	1 803	2 006	2 006	2 416	2 561	2 733
Public safety		777	4	3	41 536	41 426	41 426	42 373	43 287	44 220
Housing		427	191	37 687	45 162	45 162	45 162	63 474	186	197
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		40 968	54 826	42 431	18 094	16 805	16 805	20 311	20 929	21 939
Planning and development		1 731	2 301	2 765	5 455	6 006	6 006	5 617	5 531	5 802
Road transport		39 237	52 524	39 666	12 639	10 799	10 799	14 693	15 398	16 138
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		100 537	88 929	94 431	121 034	124 343	124 336	129 428	131 829	139 718
Energy sources		80 279	74 528	78 899	94 288	95 811	95 811	101 060	105 928	112 661
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	8	8	-	8	8	9
Waste management		20 258	14 401	15 532	26 738	28 525	28 525	28 360	25 893	27 048
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	375 778	404 834	459 689	494 415	500 900	500 900	538 173	498 368	525 702
Expenditure - Functional										
Governance and administration		142 738	263 260	152 812	159 345	163 411	163 411	158 610	167 251	174 922
Executive and council		96 846	220 916	101 807	91 159	92 821	92 821	84 774	89 771	94 020
Finance and administration		45 589	40 033	48 410	65 001	67 470	67 470	70 556	74 006	77 223
Internal audit		303	2 310	2 595	3 185	3 121	3 121	3 280	3 474	3 679
Community and public safety		51 796	43 854	116 786	154 672	156 458	156 458	175 504	118 268	122 490
Community and social services		11 800	14 857	17 659	20 825	21 432	21 432	21 339	22 501	23 378
Sport and recreation		13 626	16 207	16 982	18 133	19 747	19 747	20 474	21 810	22 454
Public safety		26 042	11 630	43 094	67 878	68 390	68 390	68 512	70 962	73 542
Housing		328	1 159	39 052	47 836	46 888	46 888	65 179	2 995	3 116
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		66 650	10 493	67 887	64 829	63 568	63 568	80 786	82 286	83 994
Planning and development		10 493	10 493	10 493	10 493	10 493	10 493	22 613	24 879	24 239
Road transport		56 157	-	57 393	54 335	53 075	53 075	58 173	57 407	59 756
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		102 606	71 207	111 835	115 449	117 325	117 325	123 133	125 269	134 776
Energy sources		70 045	70 839	84 176	84 292	87 024	87 024	91 731	95 770	103 717
Water management		-	-	-	-	-	-	-	-	-
Waste water management		9 205	368	365	424	527	527	554	587	621
Waste management		23 357	-	27 294	30 733	29 775	29 775	30 848	28 913	30 437
Other	4	5	7	4	16	16	16	16	17	18
Total Expenditure - Functional	3	363 796	388 820	449 324	494 310	500 778	500 778	538 049	493 091	516 199
Surplus/(Deficit) for the year		11 982	16 014	10 365	105	122	122	125	5 277	9 503

KZN284 uMlalazi - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
Revenue by Vote	1									
Vote 1 - Executive and council		159 789	196 725	212 488	183 916	184 538	184 538	189 213	204 327	215 889
Vote 2 - Finance and administration		60 416	59 277	67 334	73 509	77 608	77 608	82 643	86 531	91 361
Vote 3 - Internal audit		–	–	–	–	–	–	–	–	–
Vote 4 - Community and social services		2 087	4 535	5 290	9 361	9 011	9 011	8 317	8 719	9 644
Vote 5 - Sport and recreation		956	348	26	1 803	2 006	2 006	2 416	2 561	2 733
Vote 6 - Public safety		777	4	3	41 536	41 426	41 426	42 373	43 287	44 220
Vote 7 - Housing		427	191	37 687	45 162	45 162	45 162	63 474	186	197
Vote 8 - Planning and development		1 731	2 301	2 765	5 455	6 006	6 006	5 617	5 531	5 802
Vote 9 - Road transport		49 058	52 524	39 666	12 639	10 799	10 799	14 693	15 398	16 138
Vote 10 - Waste management		20 258	14 401	15 532	26 738	28 525	28 525	28 360	25 893	27 048
Vote 11 - Energy sources		80 279	74 528	78 899	94 288	95 811	95 811	101 060	105 928	112 661
Vote 12 - Other		–	–	–	–	–	–	–	–	–
Vote 13 - Waste water management		–	–	–	8	8	8	8	8	9
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	375 778	404 834	459 689	494 415	500 900	500 900	538 173	498 368	525 702
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and council		96 846	224 095	100 175	81 131	82 955	82 955	84 774	89 771	94 020
Vote 2 - Finance and administration		45 589	40 033	48 410	65 001	67 470	67 470	70 556	74 006	77 223
Vote 3 - Internal audit		303	2 310	2 595	3 185	3 121	3 121	3 280	3 474	3 679
Vote 4 - Community and social services		11 800	14 857	17 659	20 825	21 432	21 432	21 339	22 501	23 378
Vote 5 - Sport and recreation		13 626	16 207	16 982	18 133	19 747	19 747	20 474	21 810	22 454
Vote 6 - Public safety		26 042	11 630	43 094	67 878	68 390	68 390	68 512	70 962	73 542
Vote 7 - Housing		328	1 159	39 052	47 836	46 888	46 888	65 179	2 995	3 116
Vote 8 - Planning and development		10 493	7 315	12 125	20 521	20 359	20 359	22 613	24 879	24 239
Vote 9 - Road transport		56 157	–	57 393	54 335	53 075	53 075	58 173	57 407	59 756
Vote 10 - Waste management		23 357	–	27 294	30 733	29 775	29 775	30 848	28 913	30 437
Vote 11 - Energy sources		70 045	70 839	84 176	84 292	87 024	87 024	91 731	95 770	103 717
Vote 12 - Other		5	7	4	16	16	16	16	17	18
Vote 13 - Waste water management		9 205	368	365	424	527	527	554	587	621
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	363 796	388 820	449 324	494 310	500 778	500 778	538 049	493 091	516 199
Surplus/(Deficit) for the year	2	11 982	16 014	10 365	105	122	122	125	5 277	9 503

KZN284 uMlalazi - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1										
Revenue By Source											
Property rates	2	46 588	48 143	54 035	56 411	56 510	56 510	56 510	61 215	64 305	68 164
Service charges - electricity revenue	2	60 821	66 521	68 750	74 045	74 442	74 442	74 442	77 988	82 084	87 010
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	9 866	11 355	12 244	11 849	12 288	12 288	12 288	13 040	13 521	14 184
Rental of facilities and equipment		1 702	1 623	1 622	1 450	1 450	1 450	1 450	1 537	1 629	1 727
Interest earned - external investments		5 567	4 229	4 787	5 145	9 145	9 145	9 145	9 593	10 054	10 537
Interest earned - outstanding debtors		–	–	–	–	–	–	–	–	–	–
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		40 147	52 829	40 595	47 980	47 980	47 980	47 980	49 151	50 349	51 581
Licences and permits		9	34	21	81	81	81	81	34	36	37
Agency services		3 459	3 105	3 481	4 139	4 139	4 139	4 139	3 693	3 870	4 056
Transfers and subsidies		148 258	176 200	215 087	244 325	245 523	245 523	245 523	267 850	221 061	234 353
Other revenue	2	1 936	1 461	1 940	2 920	2 920	2 920	2 920	2 811	2 922	3 038
Gains		400	–	849	–	–	–	–	200	–	–
Total Revenue (excluding capital transfers and contributions)		318 753	365 500	403 412	448 344	454 478	454 478	454 478	487 113	449 832	474 687
Expenditure By Type											
Employee related costs	2	101 519	107 782	132 135	143 745	147 667	147 667	147 667	156 784	166 975	177 828
Remuneration of councillors		17 632	20 041	21 510	22 957	22 957	22 957	22 957	24 392	25 977	27 666
Debt impairment	3	43 991	51 121	46 450	46 202	46 202	46 202	46 202	45 364	45 817	46 275
Depreciation & asset impairment	2	41 264	47 516	44 980	52 290	52 290	52 290	52 290	53 336	54 403	55 491
Finance charges		537	490	447	310	310	310	310	373	330	287
Bulk purchases	2	45 759	47 181	51 506	59 531	59 031	59 031	59 031	62 868	66 150	72 037
Other materials	8	9 153	9 419	10 033	10 800	11 095	11 095	11 095	11 140	11 586	12 049
Contracted services		59 990	66 998	101 908	117 535	115 452	115 452	115 452	134 051	68 979	69 902
Transfers and subsidies		2 952	3 322	5 286	5 206	5 496	5 496	5 496	8 760	7 984	8 093
Other expenditure	4, 5	40 999	33 692	35 068	36 234	40 679	40 679	40 679	40 982	44 890	46 570
Losses		–	1 258	–	(500)	(400)	(400)	(400)	–	–	–
Total Expenditure		363 796	388 820	449 324	494 310	500 778	500 778	500 778	538 049	493 091	516 199
Surplus/(Deficit)		(45 042)	(23 320)	(45 912)	(45 965)	(46 300)	(46 300)	(46 300)	(50 936)	(43 259)	(41 512)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		57 024	39 333	56 278	44 409	44 761	44 761	44 761	51 061	48 536	51 015
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	–	–	1 662	1 662	1 662	1 662	–	–	–
Surplus/(Deficit) after capital transfers & contributions		11 982	16 014	10 365	105	122	122	122	125	5 277	9 503
Taxation		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		11 982	16 014	10 365	105	122	122	122	125	5 277	9 503
Attributable to minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		11 982	16 014	10 365	105	122	122	122	125	5 277	9 503
Share of surplus/ (deficit) of associate	7	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year		11 982	16 014	10 365	105	122	122	122	125	5 277	9 503

CHART A4 FINANCIAL PERFORMANCE (REVENUE)	
2020/2021 MTREF	
DESCRIPTION	BUDGET YEAR 2019/2020 R'000
REVENUE BY SOURCE	
PROPERTY RATES	61 215
SERVICE CHARGES : ELECTRICITY	77 988
SERVICE CHARGES : REFUSE	13 040
TRANSFERS RECOGNISED - OPERATING	267 850
TRANSFERS RECOGNISED - CAPITAL	51 061
OTHER REVENUE	67 020
TOTAL REVENUE	538 173

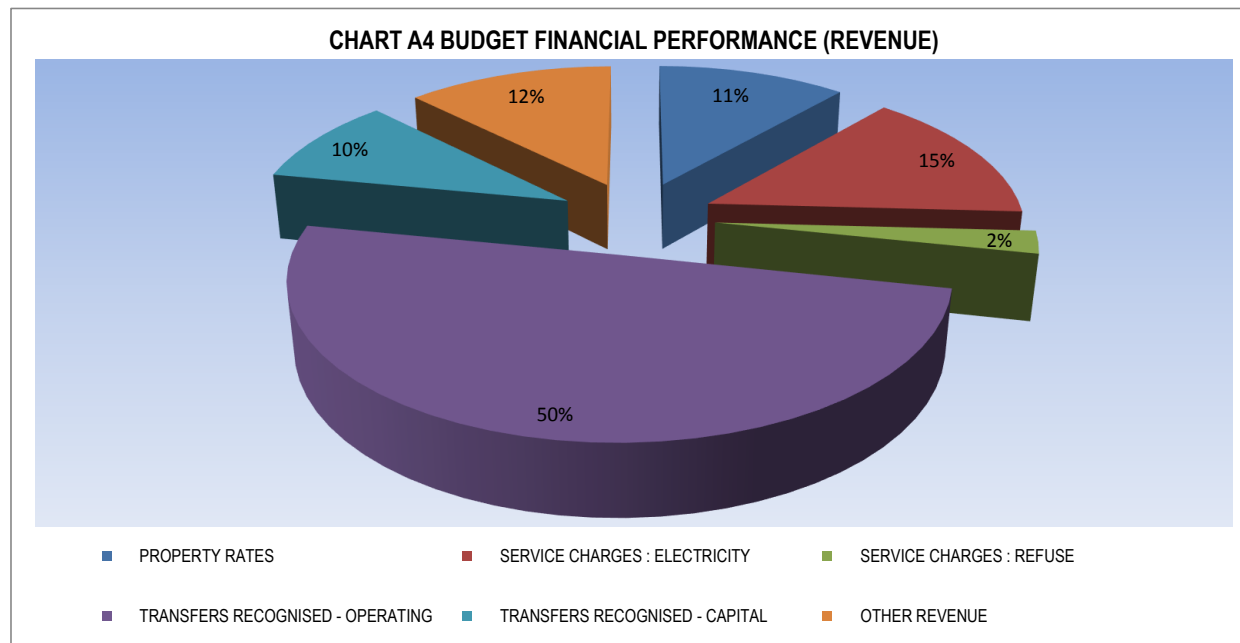
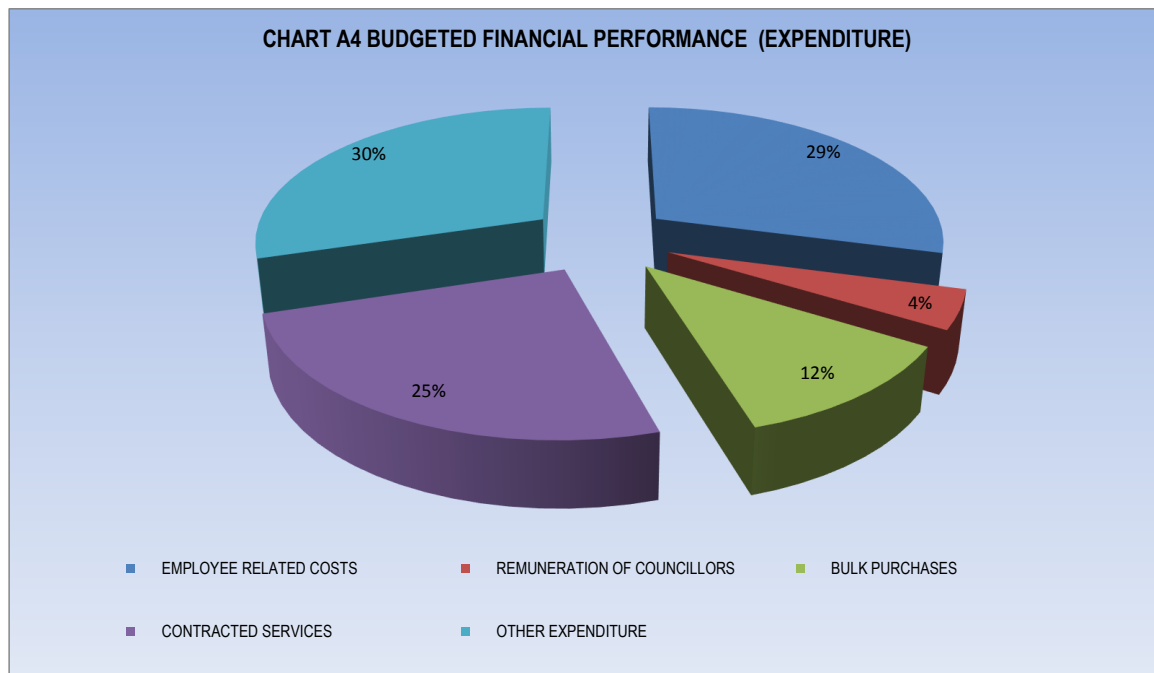


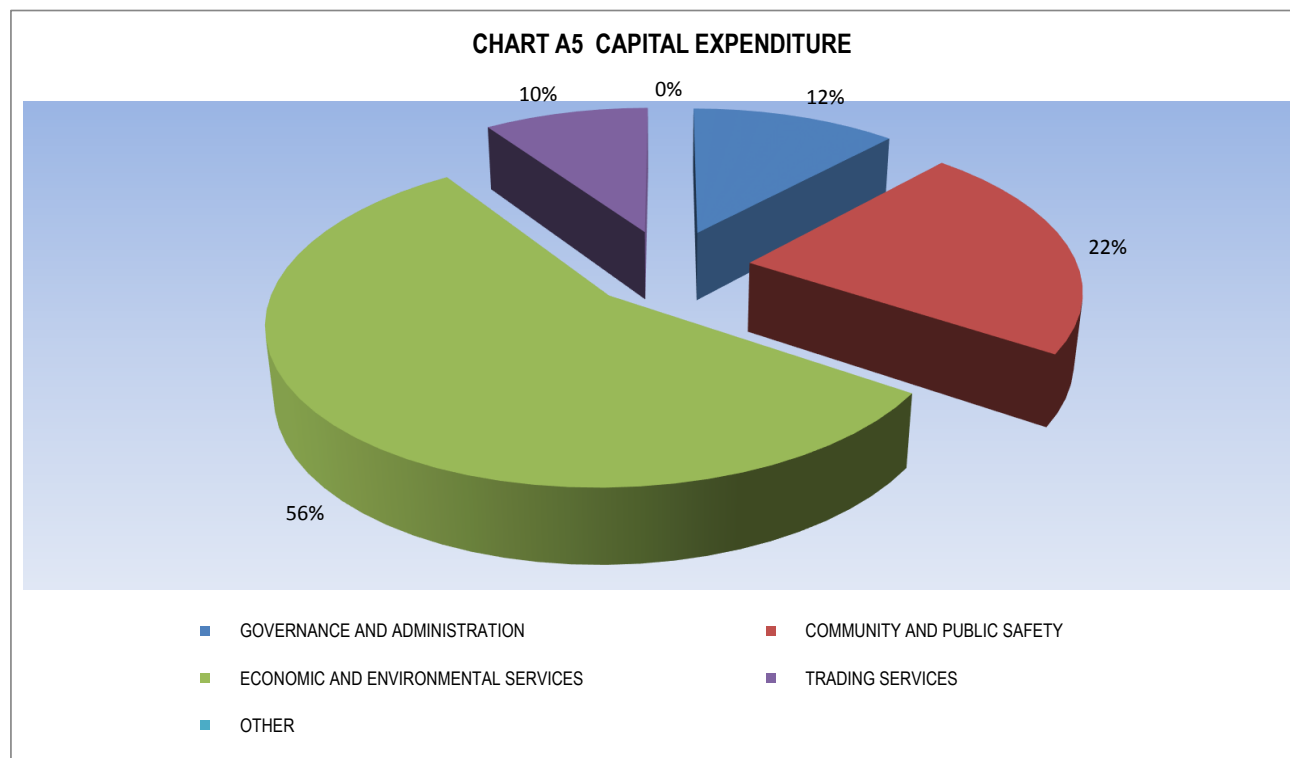
CHART A4 FINANCIAL PERFORMANCE BUDGET (EXPENDITURE)	
2020/2021 MTREF	
DESCRIPTION	BUDGET YEAR 2019/2020 R'000
EXPENDITURE BY TYPE	
EMPLOYEE RELATED COSTS	156 784
REMUNERATION OF COUNCILLORS	24 392
BULK PURCHASES	62 868
CONTRACTED SERVICES	134 051
OTHER EXPENDITURE	159 954
TOTAL EXPENDITURE	538 049



KZN284 uMlalazi - Table A5 Budgeted capital Expenditure by vote, functional classification and funding

Vote Description R thousand	Ref	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure - Vote								
Multi-year expenditure to be appropriated	2							
Vote 1 - Executive and council		640	627	627	627	2 775	275	-
Vote 2 - Finance and administration		3 715	4 305	4 305	4 305	5 755	2 370	2 370
Vote 3 - Internal audit		-	-	-	-	-	-	-
Vote 4 - Community and social services		17 567	15 581	15 581	15 581	3 919	7 490	12 200
Vote 5 - Sport and recreation		10 814	10 333	10 333	10 333	10 950	9 917	8 500
Vote 6 - Public safety		3 300	3 450	3 450	3 450	1 150	-	460
Vote 7 - Housing		-	-	-	-	-	-	-
Vote 8 - Planning and development		380	575	575	575	1 500	-	-
Vote 9 - Road transport		26 113	28 288	28 288	28 288	38 682	37 869	33 385
Vote 10 - Waste management		650	1 178	1 178	1 178	2 755	515	-
Vote 11 - Energy sources		3 000	3 813	3 813	3 813	1 080	3 320	3 365
Vote 12 - Other		-	-	-	-	-	-	-
Vote 13 - Waste water management		1 700	1 427	1 427	1 427	3 000	-	-
Vote 14 -		-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	67 879	69 575	69 575	69 575	71 566	61 756	60 280
Total Capital Expenditure - Vote		67 879	69 575	69 575	69 575	71 566	61 756	60 280
Capital Expenditure - Functional								
Governance and administration		4 355	4 931	4 931	4 931	8 530	2 645	2 370
Executive and council		640	627	627	627	2 775	275	-
Finance and administration		3 715	4 305	4 305	4 305	5 755	2 370	2 370
Internal audit		-	-	-	-	-	-	-
Community and public safety		31 681	29 364	29 364	29 364	16 019	17 407	21 160
Community and social services		17 567	15 581	15 581	15 581	3 919	7 490	12 200
Sport and recreation		10 814	10 333	10 333	10 333	10 950	9 917	8 500
Public safety		3 300	3 450	3 450	3 450	1 150	-	460
Housing		-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-
Economic and environmental services		26 493	28 862	28 862	28 862	40 182	37 869	33 385
Planning and development		380	575	575	575	1 500	-	-
Road transport		26 113	28 288	28 288	28 288	38 682	37 869	33 385
Environmental protection		-	-	-	-	-	-	-
Trading services		5 350	6 417	6 417	6 417	6 835	3 835	3 365
Energy sources		3 000	3 813	3 813	3 813	1 080	3 320	3 365
Water management		1 700	1 427	1 427	1 427	3 000	-	-
Waste water management		650	1 178	1 178	1 178	2 755	515	-
Waste management		-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	67 879	69 575	69 575	69 575	71 566	61 756	60 280
Funded by:								
National Government		43 065	44 511	44 511	44 511	51 061	48 536	51 015
Provincial Government		-	250	250	250	-	-	-
Transfers recognised - capital	4	43 065	44 761	44 761	44 761	51 061	48 536	51 015
Borrowing	6	-	-	-	-	-	-	-
Internally generated funds		24 814	24 814	24 814	24 814	20 505	13 220	9 265
Total Capital Funding	7	67 879	69 575	69 575	69 575	71 566	61 756	60 280

CHART A5 CAPITAL EXPENDITURE BY STANDARD CLASSIFICATION	
2020/2021MTREF	
DESCRIPTION	BUDGET YEAR 2019/2020R'000
GOVERNANCE AND ADMINISTRATION	8 530 000
COMMUNITY AND PUBLIC SAFETY	16 019 000
ECONOMIC AND ENVIRONMENTAL SERVICES	40 181 750
TRADING SERVICES	6 835 000
OTHER	0
TOTAL EXPENDITURE	71 565 750



KZN284 uMlalazi - Table A6 Budgeted Financial Position

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
ASSETS											
Current assets											
Cash		86 123	99 796	113 194	54 161	97 743	97 743	97 743	87 976	91 851	107 853
Call investment deposits	1	–					–	–	–	–	–
Consumer debtors	1	20 992	32 721	41 100	25 000	25 000	25 000	25 000	39 000	39 000	39 000
Other debtors		739	739	749	5 500	5 500	5 500	5 500	750	751	752
Current portion of long-term receivables		–	–	–	15	15	15	15	–	–	–
Inventory	2	2 848	3 254	3 116	3 300	3 300	3 300	3 300	3 200	3 300	3 300
Total current assets		110 702	136 510	158 160	87 976	131 558	131 558	131 558	130 926	134 902	150 905
Non current assets											
Long-term receivables		–	665	38	710	710	710	710	37	36	35
Investments	1	1	1	1	1	1	1	1	–	–	–
Investment property		16 257	17 879	18 782	19 229	19 229	19 229	19 229	19 729	20 229	20 279
Investment in Associate		–	–	–	–	–	–	–	–	–	–
Property, plant and equipment	3	804 858	799 747	800 171	832 401	832 401	832 401	832 401	811 245	812 423	811 184
Biological		–	–	–	–	–	–	–	–	–	–
Intangible		799	482	573	782	782	782	782	458	367	293
Other non-current assets		10 311	10 311	10 311	10 311	10 311	10 311	10 311	10 311	10 311	10 311
Total non current assets		832 227	829 084	829 877	863 433	863 433	863 433	863 433	841 780	843 365	842 102
TOTAL ASSETS		942 929	965 594	988 036	951 409	994 991	994 991	994 991	972 706	978 268	993 007
LIABILITIES											
Current liabilities											
Bank overdraft	1	–	–	–	–	–	–	–	–	–	–
Borrowing	4	–	–	–	343	343	343	343	343	343	343
Consumer deposits		1 985	–	2 562	2 500	2 500	2 500	2 500	2 600	2 700	2 800
Trade and other payables	4	37 328	40 517	43 691	37 300	37 300	37 300	37 300	16 230	9 150	13 816
Provisions		5 878	8 501	10 529	6 500	6 500	6 500	6 500	9 000	11 500	11 700
Total current liabilities		45 191	49 018	56 782	46 643	46 643	46 643	46 643	28 173	23 693	28 659
Non current liabilities											
Borrowing		4 241	3 888	3 534	2 859	2 859	2 859	2 859	2 848	2 505	2 162
Provisions		19 016	19 479	22 446	19 000	19 000	19 000	19 000	23 500	24 000	24 500
Total non current liabilities		23 257	23 367	25 980	21 859	21 859	21 859	21 859	26 348	26 505	26 662
TOTAL LIABILITIES		68 448	72 385	82 762	68 502	68 502	68 502	68 502	54 522	50 198	55 321
NET ASSETS	5	874 481	893 209	905 274	882 907	926 489	926 489	926 489	918 184	928 069	937 686
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		830 248	827 430	833 982	871 735	851 567	851 567	851 567	834 228	844 783	854 286
Reserves	4	44 233	65 779	71 292	11 172	74 921	74 921	74 921	83 956	83 286	83 400
TOTAL COMMUNITY WEALTH/EQUITY	5	874 481	893 209	905 274	882 907	926 489	926 489	926 489	918 184	928 069	937 686

KZN284 uMlalazi - Table A7 Budgeted Cash Flows

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		–			53 590	53 684	53 684	53 684	58 155	61 090	66 800
Service charges		–			73 009	84 886	84 886	84 886	86 476	90 825	100 039
Other revenue		165 001	186 912	137 601	15 087	15 087	15 087	15 087	17 905	18 527	19 175
Transfers and Subsidies - Operational	1	205 727	215 235	274 891	244 325	245 523	245 523	245 523	267 850	221 061	234 353
Transfers and Subsidies - Capital	1	–			44 409	44 761	44 761	44 761	51 061	48 536	51 015
Interest		5 567	4 229	4 787	5 145	9 145	9 145	9 145	9 593	10 054	10 537
Dividends		–	–	–	–	–	–	–	–	–	–
Payments											
Suppliers and employees		(323 757)	(342 302)	(345 697)	(390 802)	(393 579)	(393 579)	(393 579)	(419 966)	(375 805)	(396 914)
Finance charges		(537)	(490)	(447)	(310)	(310)	(310)	(310)	(373)	(330)	(287)
Transfers and Grants	1	(2 952)	(3 322)	(5 286)	(5 206)	(5 206)	(5 206)	(5 206)	(8 760)	(7 984)	(8 093)
NET CASH FROM/(USED) OPERATING ACTIVITIES		49 049	60 262	65 849	39 248	53 992	53 992	53 992	61 942	65 974	76 624
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–		2	500	500	500	500	200	–	–
Decrease (increase) in non-current receivables		(5)	(5)	626	–	–	–	–	–	–	–
Decrease (increase) in non-current investments					–	–	–	–	–	–	–
Payments											
Capital assets		(75 017)	(46 240)	(52 726)	(67 879)	(69 575)	(69 575)	(69 575)	(71 566)	(61 756)	(60 280)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(75 022)	(46 246)	(52 097)	(67 379)	(69 075)	(69 075)	(69 075)	(71 366)	(61 756)	(60 280)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing		–			–	–	–	–	–	–	–
Increase (decrease) in consumer deposits			–		–	–	–	–	–	–	–
Payments											
Repayment of borrowing		(343)	(354)	(343)	(343)	(343)	(343)	(343)	(343)	(343)	(343)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(343)	(354)	(343)	(343)	(343)	(343)	(343)	(343)	(343)	(343)
NET INCREASE/ (DECREASE) IN CASH HELD		(26 316)	13 663	13 408	(28 474)	(15 425)	(15 425)	(15 425)	(9 767)	3 875	16 002
Cash/cash equivalents at the year begin:	2	112 439	86 123	99 785	82 635	113 168	113 168	113 168	97 743	87 976	91 851
Cash/cash equivalents at the year end:	2	86 123	99 785	113 194	54 161	97 743	97 743	97 743	87 976	91 851	107 853

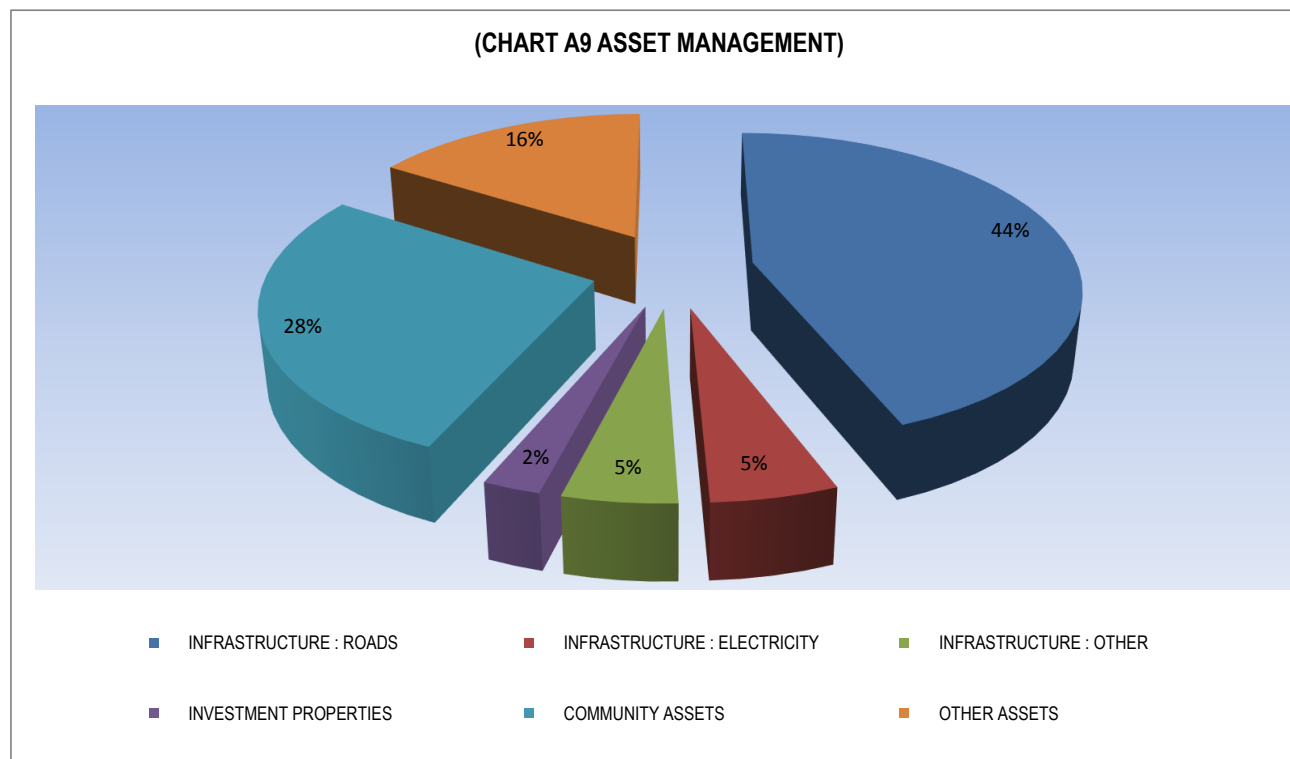
KZN284 uMlalazi - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
<u>Cash and investments available</u>											
Cash/cash equivalents at the year end	1	86 123	99 785	113 194	54 161	97 743	97 743	97 743	87 976	91 851	107 853
Other current investments > 90 days		0	11	(0)	–	–	–	–	–	–	–
Non current assets - Investments	1	1	1	1	1	1	1	1	–	–	–
Cash and investments available:		86 124	99 797	113 195	54 162	97 744	97 744	97 744	87 976	91 851	107 853
<u>Application of cash and investments</u>											
Unspent conditional transfers		1 025	–	–	1 000	1 000	1 000	1 000	–	–	–
Unspent borrowing		–	–	–	–	–	–	–	–	–	–
Statutory requirements	2				1 200	1 200	1 200	1 200	1 000	1 000	1 000
Other working capital requirements	3	13 448	3 142	9 039	12 765	12 299	12 299	12 299	(14 642)	(21 855)	(18 391)
Other provisions					900	900	900	900	2 500	2 600	2 700
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5								25 000	40 000	40 000
Total Application of cash and investments:		14 473	3 142	9 039	15 865	15 399	15 399	15 399	13 858	21 745	25 309
Surplus(shortfall)		71 651	96 656	104 156	38 297	82 345	82 345	82 345	74 118	70 107	82 544

KZN284 uMlalazi - Table A9 Asset Management

Description	Ref	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand							
CAPITAL EXPENDITURE							
Total New Assets	1	53 279	39 831	39 831	37 706	44 106	49 385
Roads Infrastructure		7 212	17 656	17 656	13 619	24 419	24 335
Storm water Infrastructure		–	–	–	–	–	–
Electrical Infrastructure		1 500	–	–	–	–	–
Solid Waste Infrastructure		–	250	250	–	–	–
Infrastructure		8 712	17 906	17 906	13 619	24 419	24 335
Community Facilities		16 060	11 813	11 813	4 550	6 375	8 000
Sport and Recreation Facilities		22 912	8 428	8 428	10 000	7 917	12 500
Community Assets		38 972	20 241	20 241	14 550	14 292	20 500
Operational Buildings		–	893	893	1 670	3 000	3 500
Housing		–	–	–	–	–	–
Other Assets		–	893	893	1 670	3 000	3 500
Computer Equipment		2 080	130	130	–	–	–
Furniture and Office Equipment		975	660	660	995	335	310
Machinery and Equipment		1 645	–	–	2 372	430	740
Transport Assets		895	–	–	4 500	1 630	–
Total Renewal of Existing Assets	2	14 600	29 594	29 594	33 860	17 650	10 895
Roads Infrastructure		7 810	9 900	9 900	23 950	10 200	5 400
Storm water Infrastructure		3 000	1 427	1 427	3 000	–	–
Electrical Infrastructure		120	1 500	1 500	1 080	3 320	3 365
Infrastructure		10 930	12 827	12 827	28 030	13 520	8 765
Community Facilities		–	1 500	1 500	600	–	–
Sport and Recreation Facilities		–	–	–	–	2 000	–
Community Assets		–	1 500	1 500	600	2 000	–
Computer Equipment		–	2 980	2 980	5 230	2 130	2 130
Furniture and Office Equipment		50	–	–	–	–	–
Machinery and Equipment		120	–	–	–	–	–
Transport Assets		3 500	12 287	12 287	–	–	–
Total Capital Expenditure	4	67 879	69 425	69 425	71 566	61 756	60 280
Roads Infrastructure		15 022	27 556	27 556	37 569	34 619	29 735
Storm water Infrastructure		3 000	1 427	1 427	3 000	–	–
Electrical Infrastructure		1 620	1 500	1 500	1 080	3 320	3 365
Solid Waste Infrastructure		–	250	250	–	–	–
Infrastructure		19 642	30 733	30 733	41 649	37 939	33 100
Community Facilities		16 060	13 313	13 313	5 150	6 375	8 000
Sport and Recreation Facilities		22 912	8 428	8 428	10 000	9 917	12 500
Community Assets		38 972	21 741	21 741	15 150	16 292	20 500
Operational Buildings		–	893	893	1 670	3 000	3 500
Housing		–	–	–	–	–	–
Other Assets		–	893	893	1 670	3 000	3 500
Computer Equipment		2 080	3 110	3 110	5 230	2 130	2 130
Furniture and Office Equipment		1 025	660	660	995	335	310
Machinery and Equipment		1 765	–	–	2 372	430	740
Transport Assets		4 395	12 287	12 287	4 500	1 630	–
Land		–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–
TOTAL CAPITAL EXPENDITURE - Asset class		67 879	69 425	69 425	71 566	61 756	60 280
ASSET REGISTER SUMMARY - PPE (WDV)	5	852 411	852 411	852 411	831 432	833 018	831 756
Roads Infrastructure		363 012	364 606	364 606	363 082	363 512	362 890
Storm water Infrastructure		39 354	39 081	39 081	38 361	38 417	38 358
Electrical Infrastructure		44 233	44 233	44 233	43 117	43 180	43 114
Solid Waste Infrastructure		483	733	733	471	472	471
Infrastructure		447 083	448 653	448 653	445 031	445 581	444 833
Community Assets		232 088	228 869	228 869	226 233	226 563	226 216
Investment properties		19 229	19 229	19 229	19 729	20 229	20 279
Other Assets		–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–
Intangible Assets		8 534	8 814	8 814	8 319	8 331	8 318
Computer Equipment		2 874	2 819	2 819	2 802	2 806	2 802
Furniture and Office Equipment		3 319	4 743	4 743	3 235	3 240	3 235
Machinery and Equipment		9 698	9 698	9 698	9 453	9 467	9 452
Transport Assets		129 586	129 586	129 586	116 630	116 801	116 621
Land		–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	852 411	852 411	852 411	831 432	833 018	831 756
EXPENDITURE OTHER ITEMS	7	84 154	85 091	85 091	84 830	87 716	90 733
Depreciation		52 290	52 290	52 290	53 336	54 403	55 491
Repairs and Maintenance by Asset Class	3	31 864	32 801	32 801	31 495	33 313	35 243
Roads Infrastructure		31 864	32 801	32 801	31 495	33 313	35 243
Infrastructure		31 864	32 801	32 801	31 495	33 313	35 243
TOTAL EXPENDITURE OTHER ITEMS		84 154	85 091	85 091	84 830	87 716	90 733

CHART A9 ASSET MANAGEMENT	
2020/2021MTREF	
DESCRIPTION	BUDGET YEAR 2019/2020R'000
ASSET REGISTER SUMMARY	
INFRASTRUCTURE : ROADS	363 081 754
INFRASTRUCTURE : ELECTRICITY	43 117 144
INFRASTRUCTURE : OTHER	38 832 293
INVESTMENT PROPERTIES	19 729 000
COMMUNITY ASSETS	226 232 632
OTHER ASSETS	132 120 440
TOTAL CAPITAL EXPENDITURE	823 113 262



KZN284 uMlalazi - Table A10 Basic service delivery measurement

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/2020			2020/21 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Household service targets</u>	1									
<u>Energy:</u>										
Electricity (at least min.service level)		380	380	380	380	380	380	370	360	350
Electricity - prepaid (min.service level)		4 390	4 390	4 390	4 390	4 390	4 390	4 400	4 410	4 420
Minimum Service Level and Above sub-total		4 770	4 770	4 770	4 770	4 770	4 770	4 770	4 770	4 770
Total number of households	5	4 770	4 770	4 770	4 770	4 770	4 770	4 770	4 770	4 770
<u>Refuse:</u>										
Removed at least once a week		6 566	6 632	6 700	6 700	6 700	6 700	6 700	6 750	6 800
Minimum Service Level and Above sub-total		6 566	6 632	6 700	6 700	6 700	6 700	6 700	6 750	6 800
Total number of households	5	6 566	6 632	6 700	6 700	6 700	6 700	6 700	6 750	6 800
Electricity/other energy (50kwh per indigent household per month)		403	448	446	1 067	1 067	1 067	508	539	571
Refuse (removed once a week for indigent households)		1 890	602	1 894	1 894	2 000	2 000	1 977	2 073	2 175
<u>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</u>		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		2 293	1 050	2 341	2 961	3 067	3 067	2 485	2 612	2 746
<u>Highest level of free service provided per household</u>										
Property rates (R value threshold)		100 000	100 000	100 000	100 000	100 000	100 000	135 000	135 000	135 000
Electricity (kwh per household per month)		50	50	50	50	50	50	50	50	50
Refuse (average litres per week)		125	141	148	157	157	157	168	178	189
<u>Revenue cost of subsidised services provided (R'000)</u>	9									
Property rates (tariff adjustment) (impermissable values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)		29 062	27 627	2 850	20 826	37 043	37 043	18 591	19 706	20 889
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of subsidised services provided	6	29 062	27 627	2 850	20 826	37 043	37 043	18 591	19 706	20 889

5. OVERVIEW OF ANNUAL BUDGET PROCESS

5.1 Process to prepare the budget

The budget and IDP process occurred according to the budget timetable approved by Council in 30 August 2018. The Budget and MTREF was also prepared taking cognizance of the contents of the LG: MFMA, Act No. 56 of 2003, Circulars No.89, 91 and the LG: MFMA Budget Formats Guide received from National Treasury.

5.2 Service Delivery and Budget Implementation Plan

Section 1 of the Local Government: Municipal Finance Management Act (No.56 of 2003) defines the SDBIP as:

- “ a detailed plan approved by the mayor of a municipality in terms of section 53 (1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:
- (a) projections for each month of-
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote;
 - (b) service delivery targets and performance indicators for each quarter”.

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June). However, the municipal manager should start the process to prepare the top-layer of the SDBIP no later than the tabling of the budget (around March or earlier) and preferably submit a draft SDBIP to the mayor by 1 May (for initial approval). Once the budget is approved by the Council, the municipal manager should merely revise the approved draft SDBIP, and submit for final approval within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreements simultaneously, and then make the SDBIP and performance agreement of the municipal manager public within 14 days, preferably before 1 July. Note that it is only the top layer (of high-level) detail of the SDBIP that is required to be made public.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. Note that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of the financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the mayor and municipal manager are taking corrective steps when any unanticipated problems arise. The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councilors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

5.3 ALIGNMENT OF THE IDP, BUDGET & MUNICIPAL PERFORMANCE MANAGEMENT PROCESSES

Hereunder follows the cyclical linkages of the IDP, Budget and OPMS

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
JULY 2019	- Preparation of the Draft IDP / Budget and PMS Process Plan. - Tabling of the Draft Process Plan to MANCO - Engagement with Budget Office and PMS for alignment purposes. - Prepare Departmental Business/Sectorial Plans for the 2019/2020 financial year. - Submission of Draft Process Plan to COGTA for Comments - Invitation for nominations of IDP Stakeholder's Forum members. - MEC Panel assess adopted IDPs, populate Templates, score IDPs and draft paragraphs - IDP Coordination finalise letters, assemble Templates and formulate Report	- Signing of new performance contracts for Section 54/56 Managers - Roll out of the SDBIP for 2019/20 2018/2019 Final S57 Managers' Performance Assessments. - Preparation of s46 Reports by various HOD's.	Mayor and Council - Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process MFMA s 53 - Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist	Administration - Municipality and Entity - Accounting officers and senior officials of municipality and entities begin planning for next three-year budget MFMA s 68, 77 - Accounting officers and senior officials of Municipality and entities review options and contracts for service delivery MSA s 76-81	Budget Review Activities - Approve and announce new budget schedule and set up committees and forums. - Consultation on performance and changing needs.

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
AUG 2019	▪ COGTA finalise comments on Draft Framework and Process Plans ▪ Review Comments of the Draft Process Plan from MEC ▪ Self-assessment to identify gaps in the IDP process with internal departments. ▪ Facilitate the review and development of new sector plans into the IDP; (SDF Review, NDP, INVESTSTRAT, AGRIC PLAN, TOURISM PLAN) ▪ IDP Steering Committee Meeting. ▪ Table the Process Plan to the Executive Committee to recommend for Council adoption ▪ Incorporation of Gov Policies into IDP (RET, Operation Phakisa) ▪ Council to adopt Process Plan and advertise on Local Newspapers (MFMA Ch4 S21) ▪ Councillor/Ward Committee Workshop on WBPs	▪ Submission of Q4 SDBIP Reports (for last quarter of MPPR Reg. 14 ▪ Submission of the Annual Performance Reports prepared in terms of s46 of MSA 2000 to Council ▪ Submission of s46 Report to AG ▪ Quarterly Audit Committee meeting (for the last quarter) MFMA Sect 166 & MPPR Reg. 14(3)(a) ▪ Submission to Council on August 2019 (Section 69 of the MFMA and Section 57 of the MSA).	▪ Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year. MFMA s 21,22, 23; MSA s 34, Chapter 4 as amended ▪ Mayor establishes committees and consultation forums for the budget process	▪ Accounting Officer to submit AFS to Auditor-General [Due by 31 August, MFMA Sec 126(1)(a)]	▪ Consultation on performance and changing needs. ▪ Review performance and financial position. ▪ Review external mechanisms. ▪ Start Planning for next three years.

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
PHASE 2 – STRATEGY FORMULATION					
SEPT 2019	▪ Submit Process Plan to MEC for COGTA ▪ IDP Technical Steering Committee ▪ Integration of information from adopted Sector Plans into the IDP Review document. ▪ Review of KPAs ▪ Planners Forum ▪ Sector Plans Review (SDF, NDP, INVESTRAT, AGRIC PLAN, TOURISM PLAN) ▪ IDP Indaba ▪ Full Council	▪ Auditor General audit of performance measures ▪ Reminders to HOD's to submit their Q1 SDBIP Reports in terms of s41 MSA	▪ Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans	▪ Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives	▪ Update policies, priorities and objectives. ▪ Determine revenue projections and policies.

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
				Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc.)	
OCT 2019	- MEC Panels Assessment of IDP - Strategic Planning Session - Updating and review of the strategic elements of the IDP in line with the Strat Plan Resolutions. - Review of KPAs - Identification of IDP Priority Projects - IDP Steering Committee Meeting. - PED Portfolio Committee - First Round of IDP Roadshows	- Submission of Q1 Reports by HOD's - Q1 Reports tabled to Council (for first quarter) MPPR Reg. 14 - Sect 54/56 Managers' quarterly informal assessments.		- Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS - Budget office issues blank Operating and capital budget to Mayor and Senior	- Determine revenue projections and policies. - Engagement with sector departments, share and evaluate plans, national policies, MTBPS. - Draft initial allocations to functions. - Draft initial changes to IDP.

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
				Managers to be used as working documents.	
PHASE 3 – FEEDBACK AND ANALYSIS					
NOV 2019	- Municipal Strategies, Objectives, KPA's, KPI's and targets. - Project alignment between the DM and LM's and Sector Departments. - IDP Alignment and adopted IDP assessment feedback sessions: - IDP Representative Forum (IDP, SDF, LED, AGRIC, TOURISM PLAN Progress) - First Round of IDP Roadshows - World Planning Day	- Quarterly Audit Committee meeting (for the first quarter of 18/19) MFMA Sect 166 & MPPR Reg. 14(3)(a) - Compile annual report for 18/19 (MFMA Sect 121)		- Accounting officer reviews and drafts initial changes to IDP MSA s 34 - Auditor-General to return audit report [Due by 30 November, MFMA 126(4)] - Submission of the draft 5 year capital programme according to the Council's strategic objectives, as set out in the Integrated Develop Plan. - Submission of the draft operating estimates for the	- Draft initial changes to IDP. - Consolidation of budgets and plans. - Exco determines strategic choices for next three years.

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
				2020/2021 multi-year budget, analysed according to activities aligned to the Council's strategic objectives, as set in the Integrated Development Plan. Directors to submit business plans for their department's Equitable Share grant allocations spending for the 2020/2021 budget year.	
DEC 2019	- Department of COGTA to comment on the reviewed Municipal Strategies, Objectives, KPA's, KPI's and targets. - Planners Forum - IDP Alignment Meetings: Project alignment between the DM and LM's. - Planning and Economic Development Portfolio Committee	- Compile annual report for 18/19 (MFMA Sect 121) - Reminder to HOD's to submit their Q2 SDBIP Reports in terms of s41 MSA. - Evaluation Panel Audit Committee meeting (for evaluation of Sect 57 Managers final assessments) MPPR Reg. 14(3)(b)	Council finalises tariff (rates and service charges) policies for next financial year MSA s 74, 75	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited	- Executive determines strategic choices for next three years. - Finalise tariff policies.

DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN					
PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)					
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
	- Identification of priority IDP projects and alignment with Sector Departments. - Full Council			financial statements	
PHASE 4 – DRAFT IDP					
JAN 2020	- Municipal Strategies, Objectives, KPA's, KPI's and targets. - Identification of priority IDP projects. - IDP Steering Committee Meeting - Full Council - Review of KPAs	- Submission of Q2 Reports by HOD's - Q2 Reports tabled to Council. MPPR Reg. 14 - Mayor tables Annual Report for 18/19 [MFMA Sect 127(2)] - Municipal Manager submits Midyear Report to the Mayor (in terms s72 MFMA) - Midterm/Midyear Report is published in the Local Newspapers - Submit Annual Report to AG, Provincial & DLGTA (MFMA Sect 127)	Entity board of directors must approve and submit proposed budget and plans for next three- year budgets to parent municipality at least 150 days before the start of the budget year MFMA s 87(1)	- Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36 - Submit the Mid-year budget and performance assessment to council before 25 January 2020.	Prepare detailed budgets and plans for the next three years.

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
				MFMA s72	
FEB 2020	- Continuous Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. - Identification of priority IDP projects. - IDP Steering Committee Meeting: - Prep for March Draft IDP Roadshows - Alignment meetings - Finalize draft document for public comments.	- Adjustment of Project Implementation Report (MPPR Reg. 15) - Quarterly Audit Committee meeting (MFMA Sect 166 & MPPR Reg. 14(3)(a)) - Sect 54/56 Managers' formal mid-year assessments. - MPAC Roadshows for annual report (MFMA Sect 127 & MSA Sect 21a)]	Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s 87(2)	Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid- year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report	- Prepare detailed budgets and plans for the next three years. - EXCO adopts budget and plans and changes to IDP.
PHASE 5: ASSESSMENT FEEDBACK ON THE DRAFT IDP AND BUDGET					
MARCH 2020	- Finalization of Municipal Strategies, Objectives, KPA's, KPI's and targets. - IDP Steering Committee Meeting - PED Portfolio Committee - IDP Stakeholders Representative Forum	- Council to consider and adopt an oversight report [Due by 30 March MFMA Sec 129(1)] - Publicise Oversight Report and MPAC Report - Draft SDBIP's for 2020/21 developed and for	Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month MFMA s 87(2)	Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT	Mayor tables budget, resolutions, plans and changes to IDP at least 90 days before the start of the financial year.

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
	- Publicise Draft IDP and Budget (Invite Local Community to make written comments in respect of the IDP and Budget) (21 days for advertising) - Conclusion of Sector Plans (if any) initiated for the 2020/21 financial year and integration into the IDP Review report. - Full Council Adoption of Draft 2020/21 IDP and Budget Review	- incorporation into draft IDP 2020/21 - Reminder to be sent to HOD's to submit their Q3 SDBIP Reports in terms of s41 MSA - Set performance objectives for revenue for each budget vote (MFMA Sect 17)	Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year MFMA s 16, 22, 23, 87; MSA s 34	- and others as prescribed MFMA s 22 & 37; MSA Ch 4 as amended - Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March MFMA s 42 - Submit the adjustments budget to council before 28 February 2020. MFMA s 28	
APR 2020	- Review MEC comments in respect of the Budget and IDP - Conclusion of Sector Plans initiated for the 2020/21 financial year and integration into the IDP Review report. - IDP Steering Committee Meeting - First Round of IDP Roadshows	- Refinement of Municipal Strategies, Objectives, KPA's, KPI's and targets and inclusion into 2020/21 IDP report. - Sect 54/56 Managers' informal assessments - Submit Oversight Report to Provincial	MFMA s 21	Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from	Budget Roadshows on the Budget, Council Debate on Budget and Plans.

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
		Legislature/MEC Local Government [Due by April end MFMA Sec 132(2)] Review annual organisational performance targets (MPPR Reg 11)		the third quarterly review of the current year	
MAY 2020	- First Round of IDP Roadshows - Workshop Councillors on the 2020/21 IDP Review. - Finalise KPAs	- Q3 Reports tabled to Council MPPR Reg. 14 - Community input into organisation KPIs and targets	- Council to consider approval of budget and plans at least 30 days before start of budget year. MFMA s 23, 24; MSA Chapter 4 as amended - Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality MFMA s 87	Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature	
JUNE 2020	Submission of the Final 2019/20 IDP and SDF Review to MEC of KZN COGTA	Reminder to be sent to HOD's to submit their Q4	Council must approve annual budget by resolution, setting	Accounting officer submits to the mayor no later	Publish budget and plans.

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
		SDBIP Reports in terms of s41 MSA	taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year MFMA s 16, 24, 26, 53 Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with sect 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved	than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1)(b) of the MSA. MFMA s 69; MSA s 57 Accounting officers of municipality and entities publishes adopted budget and plans MFMA s 75, 87	- Finalise performance contracts and delegation. - Council adopts budget, resolutions, capital implementation plans, objectives and changes in IDP.

	DRAFT 2020/21 IDP/BUDGET AND PMS PROCESS PLAN				
	PHASE 1 - PREPARATORY PHASE: (INFORMATION GATHERING AND SITUATIONAL ANALYSIS)				
MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
			with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. ▪ MFMA s 53; MSA s 38-45, 57(2) ▪ Council must finalise a system of delegations. ▪ MFMA s 59, 79, 82; MSA s 59-65		

5.4 Consultation Process

In accordance with the pronouncement by the President on 15 March 2020, gatherings of more than 100 people are prohibited until further notice. In line with the President's recommendation, the municipality will not be conducting IDP/budget roads show but the budget document will be advertised on our local news paper, Municipal website and hard copies will be placed at our Municipal foyers.

Written public comments will be welcomed up until 30 April 2020.

6. Overview of alignment of annual budget with Integrated Development Plan

6.1 Implementation Plan

The Integrated Development Plan: Implementation Plan is attached as Annexure 1.

6.2 Breakdown of Operating Expenditure and Capital Expenditure aligned to the IDP

6.2.1 Operating Expenditure

DETAILS	Adjustments Budget 2019/2020 (R)	Budget Year 2020/2021 (R)	Budget Year 2021/2022 (R)	Budget Year 2022/2023 (R)
Youth development	825 000	800 000	810 000	820 000
Early childhood development	286 000	200 000	210 000	220 000
Community support programme	818 700	800 000	820 000	840 000
Local economic development (LED)	2 050 750	2 300 000	2 100 000	2 200 000
Youth business advisory centre	230 520	300 000	200 000	200 000
Poverty alleviation	3 749 400	2 850 000	2 910 000	2 973 000
Rural fire prevention	100 000	200 000	250 000	300 000
Disaster assistance	350 000	800 000	820 000	840 000
Sport development	795 150	925 000	1 000 000	1 100 000
Cultural development	250 410	450 000	500 000	550 000
Special programmes	419 130	500 000	550 000	600 000
Operation Sukuma Sakhe	431 300	400 000	420 000	440 000
Local Aids Council	138 400	200 000	200 000	200 000
Rural grounds maintenance	60 000	250 000	260 000	270 000
Rural roads: Grader programme	6 659 960	11 000 000	11 528 000	12 081 344

6.2.2 Capital Expenditure

Municipal Infrastructure Grant Projects for the next three budget years are as follows:

Description	Ward	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Halls And Offices				
Bayedle Hall	16	-	-	4 000 000
Macotshaneni Community Hall	2	-	-	4 000 000
Mpumazi Community Hall	14	-	3 000 000	-
Slambo Community Hall	3	-	3 000 000	-
Roads And Causeways				
Endayeni to Ngedlezi Road	4	-	-	4 000 000
Esiphezi Road & Causeway	9	250 000	3 750 000	-
Ethafeni Road	18	1 000 000	-	-
Eyetheni Road	21	-	-	4 534 700
Ezisululwini Road	4	-	3 000 000	-
Rehabilitation of Hurley Hutchinson	19	3 000 000	-	-
Ndlongolwane Road and Causeway	4	3 000 000	-	-
Izingwenya Road	15	3 618 750	-	-
Kangela Road Rehabilitation - Phase 3	11	1 000 000	-	-
Kwabhonga Road	26	3 500 000	-	-

Ofasimba Road	25			3 500 000
Vekeza Road	17			3 000 000
Kwamfana Main Road and Causeway	13	250 000	3 579 150	-
Makhehle Road	24	250 000	3 250 000	
Mbhabha Causeway		-	-	4 000 000
Mbongolwane Road and Causeway	4	-	-	-
Sunnydale Road	11	250 000	6 000 000	-
Ngqathu Causeway	6	250 000	3 750 000	-
Rehabilitation of Osborn Road - Phase 2	11	11 750 000	2 000 000	-
Yimba Pedestrian Bridge	19	-	-	4 000 000
Sports Fields				
King Dinizulu Sports Park - Phase 1	12	10 000 000	4 917 000	-
Kwandlovu Sportsfield	2	-	-	4 000 000
Manzamnyama Sportfield	22	-	-	4 000 000
Mashabase Sportsfield	1		3 000 000	-
Rehabilitation of Gingindlovu Sports Field	18		2 000 000	-
Skebheni Sport Facility		-		4 500 000
Sub Total		38 118 750	41 246 150	43 534 700
PMU Admin		2 006 250	2 170 850	2 291 300
TOTAL		40 125 000	43 417 000	45 826 000

7. MEASUREABLE PERFORMANCE OBJECTIVES AND INDICATORS

7.1 Hereunder follows the key financial indicators dealing with borrowing management, safety or capital, revenue and creditor management

7. Hereunder follows the key financial indicators dealing with borrowing management, safety of capital, revenue and creditor management											
Description of financial indicator	Basis of calculation	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<u>Borrowing Management</u>											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	0.2%	0.2%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	0.5%	0.4%	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Safety of Capital</u>											
Gearing	Long Term Borrowing/ Funds & Reserves	9.6%	5.9%	5.0%	25.6%	3.8%	3.8%	3.8%	3.4%	3.0%	2.6%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	2.4	2.8	2.8	1.9	2.8	2.8	2.8	4.6	5.7	5.3
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	2.4	2.8	2.8	1.9	2.8	2.8	2.8	4.6	5.7	5.3
Liquidity Ratio	Monetary Assets/Current Liabilities	1.9	2.0	2.0	1.2	2.1	2.1	2.1	3.1	3.9	3.8
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0.0%	0.0%	0.5%	89.0%	96.7%	96.7%	96.7%	95.0%	95.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	0.0%	0.0%	0.0%	89.0%	96.7%	96.7%	96.7%	95.0%	95.0%	98.5%
		6.8%	9.3%	10.4%	7.0%	6.9%	6.9%	6.9%	8.2%	8.8%	8.4%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s										
Creditors to Cash and Investments		40.9%	37.7%	35.9%	64.6%	37.1%	37.1%	37.1%	18.4%	10.0%	12.8%
<u>Other Indicators</u>											
Electricity Distribution Losses (2)	Total Volume Losses (kW) Total Cost of Losses (Rand '000) % Volume (units purchased and generated less units sold)/units purchased and generated										
Water Distribution Losses (2)	Total Volume Losses (kℓ) Total Cost of Losses (Rand '000) % Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	31.8%	29.5%	32.8%	32.1%	32.5%	32.5%	32.5%	32.2%	37.1%	37.5%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	37.4%	35.0%	38.1%	37.2%	37.5%	37.5%		37.2%	42.9%	43.3%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0.0%	6.2%	0.0%	7.1%	7.2%	7.2%		6.5%	7.4%	7.4%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	13.1%	13.1%	11.3%	11.7%	11.6%	11.6%	11.6%	11.0%	12.2%	11.8%
<u>IDP regulation financial viability indicators</u>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	37.2	36.9	34.3	21.5	21.5	21.5	21.0	21.1	21.0	22.1
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	18.3%	26.2%	30.6%	21.2%	21.1%	21.1%	21.1%	25.8%	24.6%	23.2%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	3.6	3.9	3.6	1.6	2.8	2.8	2.8	2.3	2.7	3.0

7.2 Hereunder follows the key financial indicators for revenue by source and expenditure by type

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand																
Revenue By Source																
Property rates		5 101	5 101	5 101	5 101	5 101	5 101	5 101	5 101	5 101	5 101	5 101	5 101	61 215	64 305	68 164
Service charges - electricity revenue		6 499	6 499	6 499	6 499	6 499	6 499	6 499	6 499	6 499	6 499	6 499	6 499	77 988	82 084	87 010
Service charges - water revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue		1 087	1 087	1 087	1 087	1 087	1 087	1 087	1 087	1 087	1 087	1 087	1 087	13 040	13 521	14 184
Rental of facilities and equipment		128	128	128	128	128	128	128	128	128	128	128	128	1 537	1 629	1 727
Interest earned - external investments		799	799	799	799	799	799	799	799	799	799	799	799	9 593	10 054	10 537
Interest earned - outstanding debtors		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Dividends received		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		4 096	4 096	4 096	4 096	4 096	4 096	4 096	4 096	4 096	4 096	4 096	4 096	49 151	50 349	51 581
Licences and permits		3	3	3	3	3	3	3	3	3	3	3	3	34	36	37
Agency services		308	308	308	308	308	308	308	308	308	308	308	308	3 693	3 870	4 056
Transfers and subsidies		22 321	22 321	22 321	22 321	22 321	22 321	22 321	22 321	22 321	22 321	22 321	22 321	267 850	221 061	234 353
Other revenue		234	234	234	234	234	234	234	234	234	234	234	234	2 811	2 922	3 038
Gains		17	17	17	17	17	17	17	17	17	17	17	17	200	–	–
Total Revenue (excluding capital transfers and contributions)		40 593	40 593	40 593	40 593	40 593	40 593	40 593	40 593	40 593	40 593	40 593	40 593	487 113	449 832	474 687
Expenditure By Type																
Employee related costs		13 065	13 065	13 065	13 065	13 065	13 065	13 065	13 065	13 065	13 065	13 065	13 065	156 784	166 975	177 828
Remuneration of councillors		2 033	2 033	2 033	2 033	2 033	2 033	2 033	2 033	2 033	2 033	2 033	2 033	24 392	25 977	27 666
Debt impairment		3 780	3 780	3 780	3 780	3 780	3 780	3 780	3 780	3 780	3 780	3 780	3 780	45 364	45 817	46 275
Depreciation & asset impairment		4 445	4 445	4 445	4 445	4 445	4 445	4 445	4 445	4 445	4 445	4 445	4 445	53 336	54 403	55 491
Finance charges		31	31	31	31	31	31	31	31	31	31	31	31	373	330	287
Bulk purchases		5 239	5 239	5 239	5 239	5 239	5 239	5 239	5 239	5 239	5 239	5 239	5 239	62 868	66 150	72 037
Other materials		928	928	928	928	928	928	928	928	928	928	928	928	11 140	11 586	12 049
Contracted services		11 171	11 171	11 171	11 171	11 171	11 171	11 171	11 171	11 171	11 171	11 171	11 171	134 051	68 979	69 902
Transfers and subsidies		730	730	730	730	730	730	730	730	730	730	730	730	8 760	7 984	8 093
other expenditure		3 415	3 415	3 415	3 415	3 415	3 415	3 415	3 415	3 415	3 415	3 415	3 415	40 982	44 890	46 570
Losses		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure		44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	538 049	493 091	516 199
Surplus/(Deficit)		(4 245)	(4 245)	(4 245)	(4 245)	(4 245)	(4 245)	(4 245)	(4 245)	(4 245)	(4 245)	(4 245)	(4 245)	(50 936)	(43 259)	(41 512)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		4 255	4 255	4 255	4 255	4 255	4 255	4 255	4 255	4 255	4 255	4 255	4 255	51 061	48 536	51 015
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		10	10	10	10	10	10	10	10	10	10	10	10	125	5 277	9 503
taxation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of surplus/ (deficit) of associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	10	10	10	10	10	10	10	10	10	10	10	10	125	5 277	9 503

7.3 Hereunder follows the measurables performance objectives for revenue and operating expenditure by votes

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand																
Revenue by Vote																
Vote 1 - Executive and council		15 768	15 768	15 768	15 768	15 768	15 768	15 768	15 768	15 768	15 768	15 768	15 768	189 213	204 327	215 889
Vote 2 - Finance and administration		6 887	6 887	6 887	6 887	6 887	6 887	6 887	6 887	6 887	6 887	6 887	6 887	82 643	86 531	91 361
Vote 3 - Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Community and social services		693	693	693	693	693	693	693	693	693	693	693	693	8 317	8 719	9 644
Vote 5 - Sport and recreation		201	201	201	201	201	201	201	201	201	201	201	201	2 416	2 561	2 733
Vote 6 - Public safety		3 531	3 531	3 531	3 531	3 531	3 531	3 531	3 531	3 531	3 531	3 531	3 531	42 373	43 287	44 220
Vote 7 - Housing		5 289	5 289	5 289	5 289	5 289	5 289	5 289	5 289	5 289	5 289	5 289	5 289	63 474	186	197
Vote 8 - Planning and development		468	468	468	468	468	468	468	468	468	468	468	468	5 617	5 531	5 802
Vote 9 - Road transport		1 224	1 224	1 224	1 224	1 224	1 224	1 224	1 224	1 224	1 224	1 224	1 224	14 693	15 398	16 138
Vote 10 - Waste management		2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	28 360	25 893	27 048
Vote 11 - Energy sources		8 422	8 422	8 422	8 422	8 422	8 422	8 422	8 422	8 422	8 422	8 422	8 422	101 060	105 928	112 661
Vote 12 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Waste water management		1	1	1	1	1	1	1	1	1	1	1	1	8	8	9
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		44 848	44 848	44 848	44 848	44 848	44 848	44 848	44 848	44 848	44 848	44 848	44 848	538 173	498 368	525 702
Expenditure by Vote to be appropriated																
Vote 1 - Executive and council		7 064	7 064	7 064	7 064	7 064	7 064	7 064	7 064	7 064	7 064	7 064	7 064	84 774	89 771	94 020
Vote 2 - Finance and administration		5 880	5 880	5 880	5 880	5 880	5 880	5 880	5 880	5 880	5 880	5 880	5 880	70 556	74 006	77 223
Vote 3 - Internal audit		273	273	273	273	273	273	273	273	273	273	273	273	3 280	3 474	3 679
Vote 4 - Community and social services		1 778	1 778	1 778	1 778	1 778	1 778	1 778	1 778	1 778	1 778	1 778	1 778	21 339	22 501	23 378
Vote 5 - Sport and recreation		1 706	1 706	1 706	1 706	1 706	1 706	1 706	1 706	1 706	1 706	1 706	1 706	20 474	21 810	22 454
Vote 6 - Public safety		5 709	5 709	5 709	5 709	5 709	5 709	5 709	5 709	5 709	5 709	5 709	5 709	68 512	70 962	73 542
Vote 7 - Housing		5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	65 179	2 995	3 116
Vote 8 - Planning and development		1 884	1 884	1 884	1 884	1 884	1 884	1 884	1 884	1 884	1 884	1 884	1 884	22 613	24 879	24 239
Vote 9 - Road transport		4 848	4 848	4 848	4 848	4 848	4 848	4 848	4 848	4 848	4 848	4 848	4 848	58 173	57 407	59 756
Vote 10 - Waste management		2 571	2 571	2 571	2 571	2 571	2 571	2 571	2 571	2 571	2 571	2 571	2 571	30 848	28 913	30 437
Vote 11 - Energy sources		7 644	7 644	7 644	7 644	7 644	7 644	7 644	7 644	7 644	7 644	7 644	7 644	91 731	95 770	103 717
Vote 12 - Other		1	1	1	1	1	1	1	1	1	1	1	1	16	17	18
Vote 13 - Waste water management		46	46	46	46	46	46	46	46	46	46	46	46	554	587	621
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	538 049	493 091	516 199
Surplus/(Deficit) before assoc.		10	10	10	10	10	10	10	10	10	10	10	10	125	5 277	9 503
Surplus/(Deficit)	1	10	10	10	10	10	10	10	10	10	10	10	10	125	5 277	9 503

7.4 Hereunder follows the measurables performance objectives for capital by vote

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand																
Multi-year expenditure to be appropriated	1															
Vote 1 - Executive and council		231	231	231	231	231	231	231	231	231	231	231	231	2 775	275	–
Vote 2 - Finance and administration		480	480	480	480	480	480	480	480	480	480	480	480	5 755	2 370	2 370
Vote 3 - Internal audit		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 4 - Community and social services		327	327	327	327	327	327	327	327	327	327	327	327	3 919	7 490	12 200
Vote 5 - Sport and recreation		913	913	913	913	913	913	913	913	913	913	913	913	10 950	9 917	8 500
Vote 6 - Public safety		96	96	96	96	96	96	96	96	96	96	96	96	1 150	–	460
Vote 7 - Housing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 8 - Planning and development		125	125	125	125	125	125	125	125	125	125	125	125	1 500	–	–
Vote 9 - Road transport		3 223	3 223	3 223	3 223	3 223	3 223	3 223	3 223	3 223	3 223	3 223	3 223	38 682	37 869	33 385
Vote 10 - Waste management		230	230	230	230	230	230	230	230	230	230	230	230	2 755	515	–
Vote 11 - Energy sources		90	90	90	90	90	90	90	90	90	90	90	90	1 080	3 320	3 365
Vote 12 - Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 - Waste water management		250	250	250	250	250	250	250	250	250	250	250	250	3 000	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	2	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	71 566	61 756	60 280
Total Capital Expenditure	2	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	71 566	61 756	60 280

8. OVERVIEW OF BUDGET – RELATED POLICIES

8.1 This section gives a broad overview of the budget policy framework and highlights the amended policies to be approved by Council Resolution.

NO	NAME OF POLICY	LAST DATE OF APPROVAL	STATUS
1	Asset Management Policy	29/05/2019 Min. no UMC 123/05/18/19	Reviewed
2	Bad Debt Write Off Policy	29/05/2019 Min. no UMC 123/05/18/19	Reviewed
3	Borrowing Policy	29/05/2019 Min. no UMC 123/05/18/19	Reviewed
4	Budget Policy	29/05/2019 Min. no UMC 123/05/18/19	Amended
5	Credit Control & Debt Collection Policy	29/05/2019 Min. no UMC 123/05/18/19	Amended
6	Funding and Reserve Policy	29/05/2019 Min. no UMC 123/05/18/19	Reviewed
7	Indigent Support Policy	29/05/2019 Min. no UMC 123/05/18/19	Reviewed
8	Investment and Cash Management Policy	29/05/2019 Min. no UMC 123/05/18/19	Reviewed
9	Property Rates Policy	29/05/2019 Min. no UMC 123/05/18/19	Reviewed
10	Supply Chain Management Policy	29/05/2019 Min. no UMC 123/05/18/19	Reviewed
11	Tariff Policy	29/05/2019 Min. no UMC 123/05/18/19	Reviewed
12	Un-allocated receipts policy	29/05/2019 Min. no UMC 123/05/18/19	Reviewed

The above mentioned policies can be viewed on the Council's official website, and can also be obtained on request from the Council's offices.

8.2 New policies

No new policies to be approved.

8.3 Amendments of budget related policies.

The following amendments of policies are tabled for consideration:

RATES POLICY

The following changes must be incorporated in the Rates Policy

Chapter 1

Clause 4.7 currently reads as follows

4.7 The Municipality has determined the following categories of property .

- i. Residential
- ii. Agricultural
- iii. Industrial
- iv. Business & Commercial
- v. Multiple Use
- vi. Public Service Infrastructure
- vii. Vacant Land
- viii. Mining
- ix. Municipal
- x. Land Reform Agricultural Properties
- xi. Cemetery
- xii. Informal settlements
- xiii. Public Benefit Organisation Property
- xiv. Schools
- xv. Worship
- xvi. Communal Land

To be replaced by

- i. Agriculture Properties
- ii. Business and Commercial Properties
- iii. Cemetery
- iv. Industrial Properties
- v. Mining Properties
- vi. Municipal Properties
- vii. Public Benefit Organisation
- viii. Public Service Infrastructure
- ix. Public Service Purposes
- x. Residential Properties
- xi. Vacant Properties
- xii. Worship

Clause 9.1.4 (i) currently reads

(i) Formal and informal settlements	Rebate
Formal and informal settlements: all properties with a rateable value of up to R85 000, 00	100%

To be replaced by

(i) Formal and informal settlements	Rebate
Formal and informal settlements: all Properties with a rateable value of up to <u>R135 000, 00</u>	100%

CREDIT CONTROL AND DEBT COLLECTION POLICY

Clause 1.3 Provisions for Indigent Debtors currently reads

- .(ii) An Indigent Relief Policy is in place and the level of support is based on the following:
General Rates :100 % of the rates based on the rateable value above R 85 000.00

To be replaced by

- .(ii) An Indigent Relief Policy is in place and the level of support is based on the following:
General Rates :100 % of the rates based on the rateable value above **R 135 000.00**

Clause 2.9.1 currently reads

For all debtors with arrear balances above R1000.00, a percentage collection mechanism of 85/15. This means that whenever a customer buys prepaid electricity 85% of the amount tendered will be allocated to arrears and 15% of the amount tendered will be allocated to prepaid electricity.

To be replaced by

- 2.9.1 For all debtors with arrear balances, a percentage collection mechanism of 90/10. This means that whenever a customer buys prepaid electricity 90% of the amount tendered will be allocated to arrears and 10% of the amount tendered will be allocated to prepaid electricity.
- 2.9.2 For Indigent debtors who have been approved for indigent support in terms of Council's Indigent policy and currently have arrears, a percentage collection mechanism of 50/50. This means that whenever a customer buys prepaid electricity 50% of the amount tendered will be allocated to arrears and 50% of the amount tendered will be allocated to prepaid electricity.

Under section G : Miscellaneous

Insert clause 3 which reads as follows

3. Any debtor whose debt on a property is older than two financial years, the debtor can approach the office of the Municipal Manager with an offer of settlement. This offer may be approved subject to the capital amount of the Property Rates and Service charges being settled in full. The charges that will be considered for write-off will be limited to interest, legal fees and sundry charges.

INDIGENT POLICY

Section G (ix) currently reads

In exceptional circumstances, the Chief Financial Officer or his representative may accept the application forms outside the application window stated in (ii) above. For the purposes of this section, exceptional circumstances will be cases where it can be proven beyond reasonable doubt that the applicant submitting the application late was not in a position to do so timeously as per(ii) above or an unforeseen circumstance has occurred placing the applicant in a position of inability to service the municipal account. Applicants who forgot to renew their applications will be considered under this section.

To be replaced by

In exceptional circumstances, the Chief Financial Officer or his representative may accept the application forms outside the application window stated in (ii) above. For the purposes of this section, exceptional circumstances will be cases where it can be proven beyond reasonable doubt that the applicant submitting the application late was not in a position to do so timeously as per(ii) above or an unforeseen circumstance has occurred placing the applicant in a position of inability to service the municipal account. Applicants who forgot to renew their applications will **not** be considered under this section.

9. OVERVIEW OF BUDGET ASSUMPTIONS

9.1 In January 2010, Cabinet adopted 12 outcomes within which to frame public service delivery priorities and targets. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities.

The municipality is expected to take the 12 outcomes into consideration when reviewing the IDP and developing the annual Budget for the 2020/2021 MTREF. Hereunder follows the 12 outcomes, together with examples of areas where the municipality have a role to play in either contributing directly to the realization of the outcomes or facilitating the work of national and provincial departments in realizing them.

12 Outcomes of Government-role of Local Government

No	Description	Role of Local Government
1	Improve the quality of basic education	- Facilitate the building of new schools by: - Participating in needs assessments - Identifying appropriate land - Facilitating zoning and planning processes - Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections
2	Improve health and life expectancy	- Many municipalities perform health functions on behalf of provinces - Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments. - Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services.
3	All people in South Africa protected and feel safe	- Facilitate the development of safer communities through better planning and enforcement of municipal by laws. - Direct the traffic control function towards policing high risk violations-rather than revenue collection - Metro police services should contribute by: - Increasing police personnel - Improving collaboration with SAPS - Ensuring rapid response to reported crimes
4	Decent employment through inclusive economic growth	- Create an enabling environment for investment by streamlining planning application processes. - Ensure proper maintenance and rehabilitation of essential services infrastructure. - Ensure proper implementation of the EPWP at municipal level - Design service delivery processes to be labour intensive - Improve procurement systems to eliminate corruption and ensure value for money - Utilize community structures to provide services

5	A skilled and capable workforce to support inclusive growth	• Develop and extend intern and work experience programmes in municipalities. • Link municipal procurement to skills development initiatives
6	An efficient, competitive and responsive economic infrastructure network	• Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to receive the devolved public transport function • Improve maintenance of municipal road networks.
7	Vibrant, equitable and sustainable rural communities and food security	• Facilitate the development of local markets for agricultural produce • Improve transport links with urban centres so as to ensure better economic integration • Promote home production to enhance food security • Ensure effective spending of grants for funding extension of access to basic services.
8	Sustainable human settlements and improved quality of household life	• Cities must prepare to be accredited for the housing function. • Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements • Participate in the identification of suitable land for social housing. • Ensure capital budgets are appropriately prioritized to maintain existing services and extend services.
9	A response and, accountable, effective and efficient local government system	• Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality • Implement the community work programme • Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues. • Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption.
10	Protection and enhancement of environmental assets and natural resources	• Develop and implement water management plans to reduce water losses. • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands.

11	A better South Africa, a better and safer Africa and world	• Role of Local Government is fairly limited in this area. Must concentrate on: - Ensuring basic infrastructure is in place and properly maintained. - Creating an enabling environment for investment.
12	A development-orientated public service and inclusive citizenship	• Continue to develop performance monitoring and management systems. • Comply with legal financial reporting requirements • Review municipal expenditures to eliminate wastage • Ensure councils behave in ways to restore community trust in Local Government.

9.2 The following budget assumptions have a major influence on the annual budget:

- It will take some time for the economic upturn to flow through to increased municipal revenues and better cash flows.
- The revenue stream of the Council will stay under pressure for the next three to four quarters in 2020 and 2021.
- The increased high cost to move waste from the refuse transfer stations, to the regional refuse site.
- The excessive increases in the tariffs of bulk electricity purchases in the next three budget years, are putting pressure on the Council's draft operating expenditure budget.
- The increases in property rates and other tariffs are likely to be counter productive, resulting in higher levels of non payment and increased bad debts.

10. Overview of Budget funding

10.1 Medium term outlook: operating revenue

The following table is a breakdown of the operating revenue over the medium-term:

Description	2020/21 Medium Term Revenue & Expenditure Framework					
	Budget Year 2020/21	%	Budget Year +1 2021/22	%	Budget Year +2 2022/23	%
Property rates	61 215 460	13%	64 305 370	14%	68 163 690	14%
Service charges	91 027 750	19%	95 605 650	21%	101 193 270	21%
Interest earned - external investments	9 593 440	2%	10 053 930	2%	10 536 510	2%
Transfers recognised-operational	267 849 680	55%	221 060 840	49%	234 353 280	49%
Other revenue	57 426 370	12%	58 806 400	13%	60 440 060	13%
Total Revenue (excluding capital transfers)	487 112 700	100%	449 832 190	100%	474 686 810	100%
Total Expenditure	538 048 920		493 090 890		516 198 850	
Surplus/(Deficit) for the year	(50 936 220)		(43 258 700)		(41 512 040)	

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The municipality derives most of its operational revenue from the provision of goods and services such as electricity, and solid waste removal. Property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc)

The revenue strategy is a function of key components such as:

- Growth in the municipality and economic development;
- Revenue management and enhancement;
- Achievement of a **95** per cent annual collection rate for consumer revenue;
- National Treasury guidelines;
- Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirement;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004)(MPRA), and
- The ability to extend new services and obtain cost recovery levels.

The above principles guide the annual increase in the tariffs charged to the consumers and the ratepayers aligned to the economic forecasts.

The proposed tariff increases/decreases for the 2020/2021 MTREF on the different revenue categories are:

Revenue category	2020/2021 proposed tariff increase	2021/2022 proposed tariff increase	2022/2023 proposed tariff increase	2020/2021 Total Budgeted revenue
Property Rates	(10%)	6%	6%	61 215 460
Solid Waste	6%	6%	6%	14 119 070
Electricity	6%	6%	6%	76 908 680
Total				152 243 210

Revenue to be generated from property rates is **R61 215 460** in the 2020/2021 financial year and increase to **R68 163 690** by 2022/2023 which represents **14** per cent of the operating revenue base of the municipality. It remains relatively constant over the medium-term. With the implementation of the Municipal Property Rates Act the basis of rating significantly changed.

Service charges relating to electricity, and refuse removal constitutes the second biggest component of the revenue basket of the municipality totaling **R91 027 750** for the 2020/2021 financial year and increasing to **R101 193 270** by 2022/2023. For the 2020/2021 financial year service charges amount to **21** per cent of the total revenue base and **21** per cent per annum over the medium-term.

Operational grants and subsidies amount to **R267 849 680**, **R221 060 840** and **R234 353 280** for each of the respective financial years of the MTREF, or **55**, **49** and **49** per cent of operating revenue. It needs to be noted that in real terms the grants receipts from national government are the biggest component of the revenue basket.

Investment revenue contributes marginally to the revenue base of the municipality with a budget allocation of **R9 593 440**, **R10 053 930** and **R10 536 510** for the respective three financial years of the 2020/2021 MTREF. It needs to be noted that these allocations have been conservatively estimated and as part of the cash backing of reserves and provisions. The actual performance against budget will be carefully monitored. Any variances in this regard will be addressed as part of the mid-year review and adjustments budget.

Non-cash items, such as depreciation, impairment losses and contribution to provisions contributes to the deficit before capital transfers are recognized.

For the medium-term, the funding strategy has been informed directly by ensuring financial sustainability and continuity. The MTREF therefore provides for a budgeted deficit of **R50 936 220**, **R43 258 700** and **R41 512 040** in each of the financial years. Non-cash items, such as depreciation, impairment losses and contributions to provisions contributes to the deficit before capital transfers are recognized.

10.2 Medium-term outlook: capital revenue

The following table is a breakdown of the funding composition of the 2020/2021 medium-term capital programme:

Vote Description R thousand			2020/21 Medium Term Revenue & Expenditure Framework					
	Budget Year 2019/20	%	Budget Year 2020/21	%	Budget Year +1 2021/22	%	Budget Year +2 2022/23	%
Funded by:								
Provisional Government	250	0%	–	0%	–	0%	–	0%
National Government	44 511	64%	51 061	71%	48 536	367%	51 015	85%
Transfers recognised - capital	44 511	64%	51 061	71%	48 536	79%	51 015	85%
Internally generated funds	24 814	36%	20 505	29%	13 220	21%	9 265	15%
Total Capital Funding	69 575	100%	71 566	100%	61 756	100%	60 280	100%

Capital grants and receipts equates to 64% of the total funding source, for the 2020/2021 financial year.

The following table is a breakdown of the capital transfers and grants:

Description R thousand	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Capital Transfers and Grants</u>						
National Government:	44 409	44 511	44 511	51 060 750	48 536	51 015
Municipal Infrastructure Grant (MIG)	38 361	39 661	39 661	38 119	41 246	43 535
Equitable Share	6 048	4 850	4 850	12 942 000	7 290	7 480
Total Capital Transfers and Grants	44 409	44 511	44 511	51 060 750	48 536	51 015

10.3 Cash Flow Management

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. The table below is consistent with international standards of good financial management practice and also improves understandability for councilors and management. Some specific features include:

- Clear separation of receipts and payments within each cash flow category:
- Clear separation of capital and operating receipts from government, which also enables cash from 'Ratepayers and other' to be provided for as cash flow based on actual performance. In other words the actual collection rate of billed revenue, and
- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long term borrowing (debt).

Description	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES							
Receipts							
Property rates	53 590	53 684	53 684	53 684	58 155	61 090	66 800
Service charges	73 009	84 886	84 886	84 886	86 476	90 825	100 039
Other revenue	15 087	15 087	15 087	15 087	17 905	18 527	19 175
Transfers and Subsidies - Operational	244 325	245 523	245 523	245 523	267 850	221 061	234 353
Transfers and Subsidies - Capital	44 409	44 761	44 761	44 761	51 061	48 536	51 015
Interest	5 145	9 145	9 145	9 145	9 593	10 054	10 537
Payments							
Suppliers and employees	(390 802)	(393 579)	(393 579)	(393 579)	(419 966)	(375 805)	(396 914)
Finance charges	(310)	(310)	(310)	(310)	(373)	(330)	(287)
Transfers and Grants	(5 206)	(5 206)	(5 206)	(5 206)	(8 760)	(7 984)	(8 093)
NET CASH FROM/(USED) OPERATING ACTIVITIES	39 248	53 992	53 992	53 992	61 942	65 974	76 624
CASH FLOWS FROM INVESTING ACTIVITIES							
Receipts							
Proceeds on disposal of PPE	500	500	500	500	200	–	–
Capital assets	(67 879)	(69 575)	(69 575)	(69 575)	(71 566)	(61 756)	(60 280)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(67 379)	(69 075)	(69 075)	(69 075)	(71 366)	(61 756)	(60 280)
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
Repayment of borrowing	(343)	(343)	(343)	(343)	(343)	(343)	(343)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(343)	(343)	(343)	(343)	(343)	(343)	(343)
NET INCREASE/ (DECREASE) IN CASH HELD	(28 474)	(15 425)	(15 425)	(15 425)	(9 767)	3 875	16 002
Cash/cash equivalents at the year begin:	82 635	113 168	113 168	113 168	97 743	87 976	91 851
Cash/cash equivalents at the year end:	54 161	97 743	97 743	97 743	87 976	91 851	107 853

The above table shows that cash and cash equivalents of the municipality **decrease** from the 2019/2020 financial year, moving from a cash balance of **R97 743 000** to a balance of **R87 976 000** with the 2020/2021 forecast.

Various cost efficiencies and savings had to be realized during this period to ensure the municipality could meet its operational expenditure commitments. For the 2020/2021 MTREF the budget has been prepared to ensure high levels of cash and cash equivalents over the medium-term.

10.4 Cash Backed Reserves/Accumulated Surplus Reconciliation

This following table meets the requirements of MFMA Circular 42 which deals with the funding of a municipal budget in accordance with sections 18 and 19 of the MFMA. The table seeks to answer three key questions regarding the use and availability of cash:

- What are the predicted cash and investments that are available at the end of the budget year?
- How are those funds used?
- What is the net funds available or funding shortfall?

A surplus would indicate the cash-backed accumulated surplus that was/is available. A shortfall (application > cash and investments) is indicative of non compliance with section 18 of the MFMA requirement that the municipality's budget must be 'funded'. Non-compliance with section 18 is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded (budgeted spending is greater than funds available or to be collected). It is also important to analyze trends to understand the consequences, eg. The budget year might indicate a small surplus situation, which in itself is an appropriate outcome, but if in prior years there were much larger surpluses then this negative trend may be a concern that requires closer examination.

Cash backed reserves /accumulated surplus reconciliation

Description R thousand	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Cash and investments available</u>							
Cash/cash equivalents at the year end	54 161	97 743	97 743	97 743	87 976	91 851	107 853
Other current investments > 90 days	–	–	–	–	–	–	–
Non current assets - Investments	1	1	1	1	–	–	–
Cash and investments available:	54 162	97 744	97 744	97 744	87 976	91 851	107 853
<u>Application of cash and investments</u>							
Unspent conditional transfers	1 000	1 000	1 000	1 000	–	–	–
Unspent borrowing	–	–	–	–	–	–	–
Statutory requirements	1 200	1 200	1 200	1 200	1 000	1 000	1 000
Other working capital requirements	12 765	12 299	12 299	12 299	(14 642)	(21 855)	(18 391)
Other provisions	900	900	900	900	2 500	2 600	2 700
Long term investments committed	–	–	–	–	–	–	–
Reserves to be backed by cash/investments					25 000	40 000	40 000
Total Application of cash and investments:	15 865	15 399	15 399	15 399	13 858	21 745	25 309
Surplus(shortfall)	38 297	82 345	82 345	82 345	74 118	70 107	82 544

From the above table it can be seen that the cash and investments available total in the 2020/2021 financial year is **R87 976 000** and increase to **R107 853 000** by 2022/2023, including the projected cash and cash equivalents as determined in the cash flow forecast. The following is a breakdown of the application of this funding:

- Unspent conditional transfers (grants) are automatically assumed to be an obligation as the municipality has received government transfers in advance of meeting the conditions. Ordinarily, unless there are special circumstances, the municipality is obligated to return unspent conditional grant funds to the national revenue fund at the end of the financial year. For the 2020/2021 financial year a provision of R1 000 000 has been made for this liability.
- Against other provisions an amount **R2 500 000** has been provided for the 2020/2021 financial year and this increases to **R2 700 000** by 2022/2023. This liability is informed by, amongst others, the commuting of staff leave.

- A key challenge is often the mismatch between the timing of receipts of funds from debtors and payments due to employees and creditors. For the purpose of the cash backed reserves and accumulated surplus reconciliation a provision equivalent to one month's operational expenditure has been provided for. It needs to be noted that although this can be considered prudent, the desired cash levels should be 60 days to ensure continued liquidity of the municipality. Any underperformance in relation to collections could place upward pressure on the ability of the municipality to meet its creditor obligations.

10.5 Funding compliance measurement

National Treasury requires that the municipality assess its financial sustainability against fourteen different measures that look at various aspects of the financial health of the municipality. These measures are obtained in the following table. All the information comes directly from the annual budgeted statements of financial performance, financial position and cash flows. The funding compliance measurement table essentially measures the degree to which the proposed budget complies with the funding requirements of the MFMA. Each of the measures is discussed below.

Description	Ref	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Funding measures	-							
Cash/cash equivalents at the year end - R'000	1	54 161	97 743	97 743	97 743	87 976	91 851	107 853
Cash + investments at the yr end less applications - R'000	2	38 297	82 345	82 345	82 345	74 118	70 107	82 544
Cash year end/monthly employee/supplier payments	3	1.6	2.8	2.8	2.8	2.3	2.7	3.0
Surplus/(Deficit) excluding depreciation offsets: R'000	4	105	122	122	122	125	5 277	9 503
Service charge rev % change - macro CPIX target exclusive	5	(0.6%)	(5.3%)	(6.0%)	(6.0%)	0.3%	(1.0%)	(0.1%)
Cash receipts % of Ratepayer & Other revenue	6	71.2%	76.9%	76.9%	76.9%	77.6%	77.9%	80.9%
Debt impairment expense as a % of total billable revenue	7	32.5%	32.3%	32.3%	32.3%	29.8%	28.7%	27.3%
Capital payments % of capital expenditure	8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. transfers)	9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	10					0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	11	(27.1%)	0.0%	0.0%	0.0%	30.3%	0.0%	0.0%
Long term receivables % change - incr(decr)	12	1758.3%	0.0%	0.0%	0.0%	(94.8%)	(2.7%)	(2.8%)
R&M % of Property Plant & Equipment	13	3.8%	3.9%	3.9%	3.8%	3.9%	4.1%	4.3%
Asset renewal % of capital budget	14	21.5%	42.5%	42.5%	0.0%	47.3%	28.6%	18.1%

10.5.1 Cash/cash equivalent position

The municipality's forecast cash position was discussed as part of the budgeted cash flow statement. A 'positive' cash position, for each year of the MTREF would generally be a minimum requirement, subject to the planned application of these funds such as cash-backing of reserves and working capital requirement.

If the municipality's forecast cash position is negative, for any year of the medium term budget, the budget is very unlikely to meet the MFMA requirements or be sustainable and could indicate a risk of non-compliance with section 45 of the MFMA which deals with the repayment of short term debt at the end of the financial year. The forecasted cash and cash equivalents for the 2020/2021 MTREF shows **R87 976 000, R91 851 000 and R107 853 000.** for each respective financial year.

10.5.2 Cash plus investments less application of funds

The purpose of this measure is to understand how the municipality has applied the available cash and investments as identified in the budgeted cash flow statement. The detail reconciliation of the cash backed reserves/surpluses is contained in section 10.4 The reconciliation is intended to be a relatively simple methodology for understanding the budgeted amount of cash and investments available with any planned or required applications to be made. This has been extensively discussed above.

10.5.3 Monthly average payments covered by cash or cash equivalents

The purpose of this measure is to understand the level of financial risk should the municipality be under stress from a collection and cash in-flow perspective. Regardless of the annual cash position an evaluation should be made of the ability of the municipality to meet monthly payments as and when they fall due. It is especially important to consider the position should the municipality be faced with an unexpected disaster that threatens revenue collection such as rate boycotts. The ratio for the period 2019/2020 is **(2.8%)**. As part of the 2020/2021 MTREF the municipality's cash position causes the ratio to move downwards to **(2.3%)** for the outer years. The municipality aims to achieve at least one month's cash coverage in the medium term, and then gradually towards two months coverage. This measure will have to be carefully monitored going forward.

10.5.4 Surplus/deficit excluding depreciation offsets

The main purpose of this measure is to understand if the revenue levels are sufficient to conclude that the community is making a sufficient contribution for the municipal resources consumed each year. An 'adjusted' surplus/deficit is achieved by offsetting the amount of depreciation related to externally funded assets. Municipalities need to assess the result of this calculation taking into consideration its own circumstances and levels of backlogs. If the outcome is a deficit, it may indicate that rates and service charges are sufficient to ensure that the community is making a sufficient contribution toward the economic benefits they are consuming over the medium term. For the 2020/2021 MTREF the indicative outcome is a surplus of **R125 000**, **R5 277 000** and **R9 503 000**. It needs to be noted that a surplus does not necessarily mean that the budget is funded from a cash flow perspective and the first two measures in the table are therefore critical.

10.5.5 Property Rates/service charge revenue as a percentage increase less macro inflation target.

The purpose of this measure is to understand whether the municipality is contributing appropriately to the achievement of national inflation targets. This measure is based on the increase in 'revenue', which will include both the change in the tariff as well as any assumption about real growth such as new property development, services consumption growth etc. The factor is calculated by deducting the maximum macro-economic inflation target increase (which is currently 3-6 per cent). The result is intended to be approximation of the real increase in revenue. From the table above it can be seen that the percentage decline totals **(0.3%)**, **(1.0%)** and **(0.1%)** per cent for the respective financial years of the 2020/2021 MTREF. Considering the lowest percentage tariff increase in relation to revenue generated from rates and services charges is **10** per cent, it is to be expected that the increase in revenue will exceed the inflation target figures. However, the outcome is lower than it might be due to the slowdown in the economy and a reduction in consumption patterns. This trend will have to be carefully monitored and managed with the implementation of the budget.

10.5.6 Cash receipts as a percentage of ratepayer and other revenue

This factor is a macro measure of the rate at which funds are 'collected'. This measure is intended to analyze the underlying assumed collection rate for the MTREF to determine the relevance and creditability of the budget assumptions contained in the budget. It can be seen that the outcome is at **77.6**, **77.9** and **80.9** per cent for each of the respective financial years. Given that the assumed collection rate was based on a **95** per cent performance target, the cash flow statement has been conservatively determined. In addition the risks associated with objections to the valuation roll need to be clarified and hence the conservative approach, also taking into consideration the cash flow challenges experienced in the current financial year. This measure and performance objective will have to be meticulously managed. Should performance with the mid-year review and adjustments be positive in relation to actual collections of billed revenue, the adjustments budget will be amended accordingly.

10.5.7 Capital payments percentage of capital expenditure

The purpose of this measure is to determine whether the timing of payments has been taken into consideration when forecasting the cash position. It can be seen that a **100** per cent timing discount has been factored into the cash position forecasted over the entire financial year. The municipality aims to keep this as low as possible through strict compliance with the legislative requirement that debtors be paid within 30 days.

10.5.8 Transfers/grants revenue as a percentage of Government transfers/grants available

The purpose of this measurement is mainly to ensure that all available transfers from national and provincial government have been budgeted for. A percentage less than 100 per cent could indicate that not all grants as contained in the Division of Revenue Act (DoRA) have been budgeted for.

10.5.9 Consumer debtors change (Current and non-current)

The purpose of these measures are to ascertain whether budgeted reductions in outstanding debtors are realistic. These are 2 measures shown for this factor; the change in current debtors and the change in long term receivable, both from the Budgeted Financial Position. Both measure show a relatively stable trend in line with the Municipality's policy of settling debtors accounts within 30 days.

10.5.10 Repairs and maintenance expenditure level

This measure must be considered important within the context of the funding measures criteria because that a trend that indicates insufficient funds are being committed to asset repair could also indicate that the overall budget is not credible and/or sustainable in the medium to long term because the revenue budget is not being protected.

10.5.11 Asset renewal/rehabilitation expenditure level

This measure has a similar objective to aforementioned objective relating to repairs and maintenance. A requirement of the detailed capital budget since MFMA Circular 28 which was issued in December 2005) is to categorise each capital project as a new asset or a renewal/rehabilitation project. The objective is to summarise and understand the proportion of budgets being provided for new assets and also asset sustainability. A declining or low level of renewal funding may indicate that a budget is not credible and/or sustainable and future revenue is not being protected, similar to the justification for 'repairs and maintenance' budgets.

10.6 Particulars of rates, refuse, electricity tariffs and other charges:

When the rates, electricity and refuse tariffs and other charges were revised, the following were taken into account:

- The wage agreements with unions.
- Other input costs of services provided by the Council
- The need to ensure financial sustainability
- Local economic conditions
- The affordability of services, taking into consideration the Council's indigent policy
- Relevant policy developments in the different sectors.

10.6.1 The tariffs for consideration are attached as Annexure 2

10.7 EFFECT OF TARIFF INCREASES ON CUSTOMERS ACCOUNTS

0.01020

SMALL RESIDENTIAL MTUNZINI

ERF 434 MTZ	2019/2020 FINANCIAL YEAR				ERF 434 MTZ	2020/2021 FINANCIAL YEAR					2021/2022	2022/2023
DETAILS	M/VALUE	TOTAL	VAT	TOTAL	DETAILS	M/VALUE	TOTAL	VAT	TOTAL	% INCREASE		
Rates	835 000	725.00		725.00	Rates	1 050 000	765.00		765.00	5.52%	851.91	898.77
Refuse		158.45	23.77	182.22	Refuse		166.21	24.93	191.15	4.90%	201.09	211.74
				907.22					956.15	5.39%	1 053.00	1 110.51

MEDIUM RESIDENTIAL MTUNZINI

ERF 43 MTZ	2019/2020 FINANCIAL YEAR				ERF 347 MTZ	2020/2021 FINANCIAL YEAR					2021/2022	2022/2023
DETAILS	M/VALUE	TOTAL	VAT	TOTAL	DETAILS	M/VALUE	TOTAL	VAT	TOTAL	% INCREASE		
Rates	2 155 000	2 027.26		2 027.26	Rates	2 700 000	2 167.50		2 167.50	6.92%	2 331.55	2 459.79
Refuse		158.45	23.77	182.22	Refuse		166.21	24.93	191.15	4.90%	201.09	211.74
				2 209.48					2 358.65	6.75%	2 532.64	2 671.53
		2027.2575										

LARGE RESIDENTIAL MTUNZINI

ERF 534 MTZ	2019/2020 FINANCIAL YEAR				ERF 534 MTZ	2020/2021 FINANCIAL YEAR					2021/2022	2022/2023
DETAILS	M/VALUE	TOTAL	VAT	TOTAL	DETAILS	M/VALUE	TOTAL	VAT	TOTAL	% INCREASE		
Rates	5 410 000	5 238.32		5 238.32	Rates	6 340 000	5 261.50		5 261.50	0.44%	5 595.72	5 903.48
Refuse		158.45	23.77	182.22	Refuse		166.21	24.93	191.15	4.90%	201.09	211.74
				5 420.54					5 452.65	0.59%	5 796.81	6 115.23

SMALL RESIDENTIAL GINGINDLOVU

ERF 125 GING	2019/2020 FINANCIAL YEAR				ERF 125 GING	2020/2021 FINANCIAL YEAR					2021/2022	2022/2023
DETAILS	M/VALUE	TOTAL	VAT	TOTAL	DETAILS	M/VALUE	TOTAL	VAT	TOTAL	% INCREASE		
Rates	200 000	87.80		87.80	Rates	250 000	85.00		85.00	-3.19%	134.51	141.91
Refuse		158.45	23.77	182.22	Refuse		166.21	24.93	191.15	4.90%	201.09	211.74
				270.02					276.15	2.27%	335.60	353.65

MEDIUM RESIDENTIAL GINGINDLOVU

ERF 198 GING	2019/2020 FINANCIAL YEAR				ERF 198 GING	2020/2021 FINANCIAL YEAR					2021/2022	2022/2023
DETAILS	M/VALUE	TOTAL	VAT	TOTAL	DETAILS	M/VALUE	TOTAL	VAT	TOTAL	% INCREASE		
Rates	500 000	295.95		295.95	Rates	500 000	297.50		297.50	0.52%	358.70	378.43
Refuse		158.45	23.77	182.22	Refuse		166.21	24.93	191.15	4.90%	201.09	211.74
				478.17					488.65	2.19%	559.79	590.17

LARGE RESIDENTIAL GINGINDLOVU

ERF 121 GING	2019/2020 FINANCIAL YEAR				ERF 121 GING	2020/2021 FINANCIAL YEAR					2021/2022	2022/2023
DETAILS	M/VALUE	TOTAL	VAT	TOTAL	DETAILS	M/VALUE	TOTAL	VAT	TOTAL	% INCREASE		
Rates	885 000	774.40		774.40	Rates	1 100 000	807.50		807.50	4.27%	896.75	946.07
Refuse		158.45	23.77	182.22	Refuse		166.21	24.93	191.15	4.90%	201.09	211.74
				956.62					998.65	4.39%	1 097.84	1 157.81

2020 2021 EFFECT OF TARIFF INCREASES ON CUSTOMERS ACCOUNTS																
	0.009902								0.01020							
SMALL RESIDENTIAL ESHOWE																
ERF 734 ESH	2019 2020 FINACIAL YEAR							ERF 734 ESH	2020 2021 FINACIAL YEAR							
DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL	DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL	% INCREASE
Unit Cost Per KWH	1.03	1.33	1.85	1.88	0			Unit Cost Per KWH	1.09	1.41	1.96	1.99				
Consumption (400 Units)	50	300	50	0				Consumption (400 Units)	50	300	50	0				
	51.50	399.00	92.50	0.00	543.00	76.02	619.02		54.59	422.94	98.05	0.00	575.58	86.34	661.92	6.93%
Service Charge					283.90	42.59	326.49	Service Charge					300.93	45.14	346.07	6.00%
Rates	320 000				217.03		217.03	Rates	420 000				229.50		229.50	5.75%
Refuse					158.45	23.77	182.22	Refuse					166.21	24.93	191.15	4.90%
							1 344.75								1 428.64	6.24%
MEDIUM RESIDENTIAL ESHOWE																
ERF 1078 ESH	2019 2020 FINACIAL YEAR							ERF 1078 ESH	2020 2021 FINACIAL YEAR							
DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL	DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL	% INCREASE
Unit Cost Per KWH	1.03	1.33	1.85	1.88				Unit Cost Per KWH	1.09	1.41	1.96	1.99				
Consumption (800 Units)	50	300	250	200				Consumption (800 Units)	50	300	250	200				
	51.50	399.00	462.50	376.00	1 289.00	180.46	1 469.46		54.59	422.94	490.25	398.56	1 366.34	191.29	1 557.63	6.00%
Service Charge					283.90	39.75	323.65	Service Charge					300.93	42.13	343.06	6.00%
Rates	700 000				591.90		591.90	Rates	880 000				620.50		620.50	4.83%
Refuse					158.45	23.77	182.22	Refuse					166.21	24.93	191.15	4.90%
							2 567.22								2 712.34	5.65%
LARGE RESIDENTIAL ESHOWE																
ERF 352 ESH	2019 2020 FINACIAL YEAR							ERF 352 ESH	2020 2021 FINACIAL YEAR							
DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL	DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL	% INCREASE
Unit Cost Per KWH	1.03	1.33	1.85	1.88				Unit Cost Per KWH	1.09	1.41	1.96	1.99				
Consumption (2000 Units)	50	300	250	1500				Consumption (2000 Units)	50	300	250	1500				
	51.50	399.00	462.50	2 820.00	3 733.00	522.62	4 255.62		54.59	422.94	490.25	2 989.20	3 956.98	553.98	4 510.96	6.00%
Service Charge					283.90	39.75	323.65	Service Charge					300.93	42.13	343.06	6.00%
Rates	1 595 000				1 474.82		1 474.82	Rates	2 000 000				1 572.50		1 572.50	6.62%
Refuse					158.45	23.77	182.22	Refuse					166.21	23.27	189.48	3.99%
							6 236.30								6 616.01	6.09%

2020/2021 EFFECT OF TARIFF INCREASES ON CUSTOMERS ACCOUNTS																	
										0.01020							
SMALL RESIDENTIAL KING DINUZULU																	
ERF 409 KDS	2019 2020 FINACIAL YEAR								ERF 568 KDS	2020 2021 FINACIAL YEAR							
DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL		DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL	% INCREASE
Unit Cost Per KWH	1.03	1.33	1.85	1.88					Unit Cost Per KWH	1.09	1.41	1.96	1.99				
Consumption (350 Units)	50	300							Consumption (350 Units)	50	300						
	51.50	399.00	0.00	0.00	450.50	67.58	518.08			54.59	422.94	0.00	0.00	477.53	71.63	549.16	6.00%
Service Charge					283.90	42.59	326.49		Service Charge					300.93	45.14	346.07	6.00%
Rates	135 000				35.00		35.00		Rates	170 000				17.00		17.00	-51.43%
Refuse					158.45	23.77	182.22		Refuse					166.21	24.93	191.15	4.90%
							1 061.78									1 103.38	3.92%
MEDIUM RESIDENTIAL KING DINUZULU																	
ERF 445 KDS	2019 2020 FINACIAL YEAR								ERF 888 KDS	2020 2021 FINACIAL YEAR							
DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL		DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL	% INCREASE
Unit Cost Per KWH	1.03	1.33	1.85	1.88					Unit Cost Per KWH	1.09	1.41	1.96	1.99				
Consumption (599 Units)	50	300	249	0					Consumption (599 Units)	50	300	249					
	51.50	399.00	460.65	0.00	911.15	127.56	1 038.71			54.59	422.94	488.29	0.00	965.82	135.21	1 101.03	6.00%
Service Charge					283.90	39.75	323.65		Service Charge					300.93	45.14	346.07	6.93%
Rates	175 000				73.99		73.99		Rates	200 000				42.50		42.50	-42.56%
Refuse					158.45	23.77	182.22		Refuse					166.21	23.27	189.48	3.99%
							1 618.56									1 679.09	3.74%
LARGE RESIDENTIAL KING DINUZULU																	
ERF 208 KDS	2019 2020 FINACIAL YEAR								ERF 904 KDS	2020 2021 FINACIAL YEAR							
DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL		DETAILS	0-50KWH	51-350KWH	351-600KWH	600>KWH	TOTAL	VAT	TOTAL	% INCREASE
Unit Cost Per KWH	1.03	1.33	1.85	1.88					Unit Cost Per KWH	1.09	1.41	1.96	1.99				
Consumption (1000 Units)	50	300	250	450					Consumption (1000 Units)	50	300	250	450				
	51.50	Draft Bud	462.50	846.00	1 360.00	190.40	1 550.40			54.59	422.94	490.25	896.76	1 864.54	261.04	2 125.58	37.10%
Service Charge					283.90	39.75	323.65		Service Charge					300.93	45.14	346.07	6.93%
Rates	365 000				261.42		261.42		Rates	490 000				289.00		289.00	10.55%
Refuse					158.45	23.77	182.22		Refuse					166.21	23.27	189.48	3.99%
							2 317.68									2 950.13	27.29%

10.8 Debtor's collection levels

The Finance Department endeavors to improve the collection levels of the outstanding debtor accounts by implementing the following:

- To execute termination of electricity supply by looking at the total outstanding account on the premises. This means that the electricity supply will be terminated if property rates is outstanding on the property
- To block the sale of pre paid electricity by looking at the total outstanding account, including property rates on the premises.
- An improved structure for arrangements and extensions of time for payment of outstanding debt.
- Quarterly meetings with the Council's attorneys to discuss problem areas on handed over cases.

10.9 Planned savings and efficiencies over the medium term revenue and expenditure framework

The following savings and efficiencies were discussed at management and Executive Committee level:

- Cut down on nice to have items in the operating expenditure and capital budgets.
- Cut down on unnecessary subsistence and travel to workshops and meetings that do not add value to the Council's operations.
- Managers of departments are instructed to improve the control of the overtime of their staff.
- The implementation plans in terms of the IDP must be developed and implemented in house by the relevant departments. Avoid the appointment of consultants.
- The Director: Community Services must ensure the productive utilization of the speeding camera/cameras
- To enhance the revenue on waste management, the Director: Community Services must identify which consumers are placing a burden on the waste transfer station.

10.10 Investments

At present the Council does not have investments to fund the operating or capital expenditure. The investment portfolio for the Council is investments for conditional grants received from National Treasury.

10.11 Planned proceeds from the lease of assets

10.12 Planned use of bank overdraft

- The Council's primary bank account is with First National Bank in Eshowe
- The Council does not have an overdraft facility.

10.13 New borrowing proposed to be raised.

There is no capital project in the 2020/2021 budget year that requires external funding.

11. EXPENDITURE ON ALLOCATIONS AND GRANT PROGRAMMES

11.1 The Expenditure on allocation and grant programmes are as follows:

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		144 187	171 694	180 359	193 399	194 597	194 597	199 120	215 421	227 933
Local Government Equitable Share		131 638	156 990	165 378	179 542	180 740	180 740	185 026	204 480	215 872
Finance Management		1 700	1 700	1 769	1 770	1 770	1 770	1 700	1 770	1 770
Integrated National Electrification Programme		7 000	8 000	10 000	7 000	7 000	7 000	7 000	7 000	8 000
EPWP Incentive		2 849	2 985	3 212	3 068	3 068	3 068	3 388	–	–
Project Management Unit (MIG Projects)		1 000	2 019	–	2 019	2 019	2 019	2 006	2 171	2 291
Provincial Government:		3 991	4 272	43 250	50 826	50 826	50 826	68 729	5 640	6 420
Museum Subsidy		–	671	844	386	386	386	408	429	449
PT: Provincialisation of Libraries		3 991	3 487	4 978	4 400	4 400	4 400	500	535	562
Community Library Services Grant					450	450	450	4 523	4 676	4 909
Ward Base Plan					–	–	–			500
Dept of Human settlements				37 412	44 997	44 997	44 997	63 298		
Sports Facility Grant			114	16						
COGTA: Municipal Spatial Development Framework Grant					593	593	593			
District Municipality:		80	234	–	100	100	100	–	–	–
King Cetshwayo Grant		80	234	–	100	100	100	–	–	–
		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	5	148 258	176 200	223 609	244 325	245 523	245 523	267 850	221 061	234 353
Capital Transfers and Grants										
National Government:		57 024	39 333	47 756	44 409	44 511	44 511	51 061	48 536	51 015
Municipal Infrastructure Grant (MIG)		40 245	39 333	47 756	38 361	39 661	39 661	38 119	41 246	43 535
Equitable Share		16 779	–	–	6 048	4 850	4 850	12 942	7 290	7 480
		–	–	–	–	–	–	–	–	–
Provincial Government:		–	–	–	–	250	250	–	–	–
Department of Economic Development and Tourism		–	–	–	–	250	250	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
King Cetshwayo Grant		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Total Capital Transfers and Grants	5	57 024	39 333	47 756	44 409	44 761	44 761	51 061	48 536	51 015
TOTAL RECEIPTS OF TRANSFERS & GRANTS		205 282	215 534	271 365	288 734	290 284	290 284	318 910	269 597	285 368

11.2 Hereunder follows the proposed equitable share allocations for the next 3 budget years

DETAILS	Adjustments Budget 2019/2020 (R)	Budget Year 2020/2021 (R)	Budget Year 2021/2022 (R)	Budget Year 2022/2023 (R)
Youth development	825 000	800 000	810 000	820 000
Early childhood development	286 000	200 000	210 000	220 000
Community support programme	818 700	800 000	820 000	840 000
Local economic development (LED)	2 050 750	2 300 000	2 100 000	2 200 000
Youth business advisory centre	230 520	300 000	200 000	200 000
Rates relief	114 211 760	111 439 950	127 877 035	135 711 207
Depreciation on assets contribution	8 333 320	8 741 653	9 161 252	9 600 992
Poverty alleviation	3 749 400	2 850 000	2 910 000	2 973 000
Ward committee expenses	3 300 000	3 000 000	3 100 000	3 200 000
Councillor's remuneration	11 363 820	11 920 647	12 492 838	13 092 494
Councillor's funeral assistance	150 000	150 000	150 000	150 000
Animal pound facility	640 000	672 000	705 600	740 880
Rural fire prevention	100 000	200 000	250 000	300 000
Disaster assistance	350 000	800 000	820 000	840 000
Humanitarian assistance	1 100 000	1 200 000	1 300 000	1 350 000
Sport development	795 150	925 000	1 000 000	1 100 000
Cultural development	250 410	450 000	500 000	550 000
Special programmes	419 130	500 000	550 000	600 000
Operation Sukuma Sakhe	431 300	400 000	420 000	440 000
Local Aids Council	138 400	200 000	200 000	200 000
Sports fields - security	1 111 680	1 200 000	1 257 600	1 317 965
Rural grounds maintenance	60 000	250 000	260 000	270 000
Rural roads: Grader programme	6 659 960	11 000 000	11 528 000	12 081 344
Free refuse	1 884 290	1 976 619	2 073 473	2 175 074
Solid waste relief	5 056 090	5 303 838	5 558 423	5 825 227
Free electricity	4 000 000	5 212 548	5 462 750	5 724 962
Electricity relief	10 154 190	10 651 745	11 163 029	11 698 854
Capital projects contribution	4 849 810	12 942 000	7 290 000	7 480 000
Total	185 590 000	197 968 000	211 770 000	223 352 000

12. COUNCILLORS ALLOWANCES AND EMPLOYEE BENEFITS

12.1 KZN284 uMlalazi - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2016/17	2017/18	2018/19	Current Year 2019/2020			2020/21 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Councillors (Political Office Bearers plus Other)	1	A	B	C	D	E	F	G	H	I
Basic Salaries and Wages		17 632	14 792	15 408	16 533	16 533	16 533	17 566	18 708	19 924
Pension and UIF Contributions		–	698	744	1 294	1 294	1 294	1 375	1 464	1 559
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance		–	2 554	2 950	2 905	2 905	2 905	3 087	3 287	3 501
Cellphone Allowance		–	1 998	2 408	2 225	2 225	2 225	2 364	2 518	2 682
Housing Allowances		–	–	–	–	–	–	–	–	–
Other benefits and allowances		–	–	–	–	–	–	–	–	–
Sub Total - Councillors		17 632	20 041	21 510	22 957	22 957	22 957	24 392	25 977	27 666
% increase	4		13.7%	7.3%	6.7%	–	–	6.3%	6.5%	6.5%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		386	2 385	4 551	5 358	5 051	5 051	5 366	5 715	6 087
Pension and UIF Contributions		–	95	291	446	384	384	407	433	462
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		–	60	757	588	673	673	715	762	811
Motor Vehicle Allowance	3	–	596	1 124	1 140	1 050	1 050	1 116	1 188	1 265
Cellphone Allowance	3	–	74	195	212	195	195	207	220	235
Housing Allowances	3	–	–	161	–	268	268	284	303	322
Other benefits and allowances	3	–	17	28	576	50	50	53	57	60
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Municipality		386	3 227	7 107	8 321	7 670	7 670	8 148	8 678	9 242
% increase	4		736.5%	120.3%	17.1%	(7.8%)	–	6.2%	6.5%	6.5%
Other Municipal Staff										
Basic Salaries and Wages		67 148	68 643	77 218	89 427	86 723	86 723	92 703	98 729	105 146
Pension and UIF Contributions		10 809	11 699	14 210	15 777	17 107	17 107	18 432	19 630	20 905
Medical Aid Contributions		6 753	5 103	8 262	6 574	6 404	6 404	6 805	7 248	7 719
Overtime		4 224	3 796	5 331	3 010	5 913	5 913	6 273	6 680	7 115
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	4 661	3 497	3 346	3 682	3 990	3 990	4 239	4 515	4 808
Cellphone Allowance	3	123	634	1 127	1 214	1 219	1 219	1 296	1 380	1 470
Housing Allowances	3	412	614	1 105	1 548	1 157	1 157	1 233	1 313	1 399
Other benefits and allowances	3	3 884	7 877	9 283	10 019	11 129	11 129	11 986	12 765	13 595
Payments in lieu of leave		2 665	2 053	3 839	3 038	4 899	4 899	4 170	4 441	4 730
Long service awards		454	641	1 308	481	716	716	712	758	808
Post-retirement benefit obligations	6	–	–	–	652	741	741	787	838	893
Sub Total - Other Municipal Staff		101 133	104 555	125 028	135 423	139 997	139 997	148 636	158 297	168 586
% increase	4		3.4%	19.6%	8.3%	3.4%	–	6.2%	6.5%	6.5%
Total Parent Municipality		119 150	127 823	153 645	166 702	170 624	170 624	181 176	192 952	205 494
TOTAL SALARY, ALLOWANCES & BENEFITS		119 150	127 823	153 645	166 702	170 624	170 624	181 176	192 952	205 494
% increase	4		7.3%	20.2%	8.5%	2.4%	–	6.2%	6.5%	6.5%
TOTAL MANAGERS AND STAFF	5,7	101 519	107 782	132 135	143 745	147 667	147 667	156 784	166 975	177 828

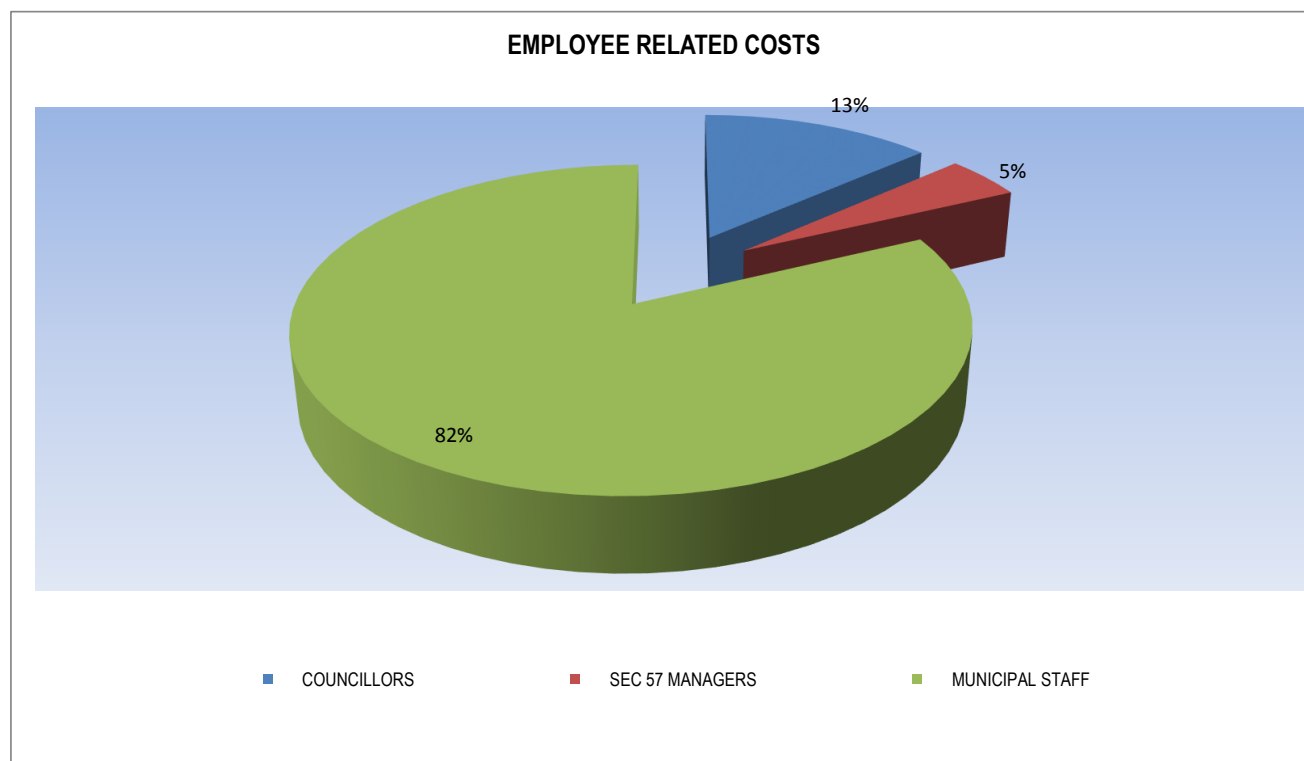
12.2 KZN284 uMlalazi - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.				2.
<u>Councillors</u>	3							
Speaker	4		495 020	123 410	233 350			851 780
Chief Whip			464 100	115 670	224 720			804 490
Executive Mayor			618 790	154 240	283 230			1 056 260
Deputy Executive Mayor			705 600	91 210	44 210			841 020
Executive Committee			4 355 900	441 090	1 442 050			6 239 040
Total for all other councillors			10 926 840	449 230	3 223 400			14 599 470
Total Councillors	8	–	17 566 250	1 374 850	5 450 960			24 392 060
<u>Senior Managers of the Municipality</u>	5							
Municipal Manager (MM)			1 113 020	224 500	228 860	152 880		1 719 260
Chief Finance Officer			913 530	144 870	228 860	124 960		1 412 220
Director Corporate services			1 194 390	1 900	165 110	124 960		1 486 360
Director Engineering services			456 760	72 430	114 440	62 480		706 110
Director Town Planning and Economic Development			632 030	1 900	653 330	124 960		1 412 220
Director Community Services			1 056 490	1 900	228 860	124 960		1 412 210
List of each official with packages >= senior manager								
Total Senior Managers of the Municipality	8,10	–	5 366 220	447 500	1 619 460	715 200		8 148 380
<u>A Heading for Each Entity</u>	6,7							
List each member of board by designation								
Total for municipal entities	8,10	–	–	–	–	–		–
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	–	22 932 470	1 822 350	7 070 420	715 200		32 540 440

12.3 KZN284 uMlalazi - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2018/19			Current Year 2019/20			Budget Year 2020/21		
Number	1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		54	12	42	54	12	42	54	12	42
Board Members of municipal entities	4									
Municipal employees	5									
Municipal Manager and Senior Managers	3	6		6	6		6	5		5
Other Managers	7									
Professionals		38	38	–	39	39	–	39	39	–
Finance		36	36		37	37		37	37	
Spatial/town planning										
Information Technology		2	2		2	2		2	2	
Technicians		196	196	–	241	248	–	241	248	–
Finance										
Spatial/town planning										
Information Technology										
Roads		2	2		2	2		2	2	
Electricity		4	4		4	4		4	4	
Other		190	190		235	242		235	242	
Clerks (Clerical and administrative)										
Elementary Occupations										
TOTAL PERSONNEL NUMBERS	9	294	246	48	340	299	48	339	299	47
% increase					15.6%	21.5%	–	(0.3%)	–	(2.1%)
Total municipal employees headcount	6, 10									
Finance personnel headcount	8, 10									
Human Resources personnel headcount	8, 10									

BUDGET - EMPLOYEE RELATED COSTS	
2020/2021 MTREF	
DESCRIPTION	BUDGET YEAR 2017/2018 R'000
COUNCILLORS	24 392
SEC 57 MANAGERS	8 148
MUNICIPAL STAFF	148 636
TOTAL EXPENDITURE	181 176



13. MONTHLY TARGETS FOR REVENUE AND CASHFLOW

13.1 Hereunder follows a consolidation for revenue by source and expenditure by type

MONTHLY CASH FLOWS	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Cash Receipts By Source													1		
Property rates	4 846	4 846	4 846	4 846	4 846	4 846	4 846	4 846	4 846	4 846	4 846	4 846	58 155	61 090	66 800
Service charges - electricity revenue	6 174	6 174	6 174	6 174	6 174	6 174	6 174	6 174	6 174	6 174	6 174	6 174	74 089	77 980	86 139
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	12 388	12 845	13 900
Rental of facilities and equipment	128	128	128	128	128	128	128	128	128	128	128	128	1 537	1 629	1 727
Interest earned - external investments	799	799	799	799	799	799	799	799	799	799	799	799	9 593	10 054	10 537
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	819	819	819	819	819	819	819	819	819	819	819	819	9 830	10 070	10 316
Licences and permits	3	3	3	3	3	3	3	3	3	3	3	3	34	36	37
Agency services	308	308	308	308	308	308	308	308	308	308	308	308	3 693	3 870	4 056
Transfers and Subsidies - Operational	22 321	22 321	22 321	22 321	22 321	22 321	22 321	22 321	22 321	22 321	22 321	22 321	267 850	221 061	234 353
Other revenue	234	234	234	234	234	234	234	234	234	234	234	234	2 811	2 922	3 038
Cash Receipts by Source	36 665	36 665	36 665	36 665	36 665	36 665	36 665	36 665	36 665	36 665	36 665	36 665	439 979	401 557	430 905
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	4 255	4 255	4 255	4 255	4 255	4 255	4 255	4 255	4 255	4 255	4 255	4 255	51 061	48 536	51 015
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on Disposal of Fixed and Intangible Assets	17	17	17	17	17	17	17	17	17	17	17	17	200	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	40 937	40 937	40 937	40 937	40 937	40 937	40 937	40 937	40 937	40 937	40 937	40 937	491 240	450 093	481 919
Cash Payments by Type															
Employee related costs	12 804	12 804	12 804	12 804	12 804	12 804	12 804	12 804	12 804	12 804	12 804	12 804	153 648	163 635	174 272
Remuneration of councillors	1 992	1 992	1 992	1 992	1 992	1 992	1 992	1 992	1 992	1 992	1 992	1 992	23 904	25 458	27 113
Finance charges	31	31	31	31	31	31	31	31	31	31	31	31	373	330	287
Bulk purchases - Electricity	5 239	5 239	5 239	5 239	5 239	5 239	5 239	5 239	5 239	5 239	5 239	5 239	62 868	66 150	72 037
Bulk purchases - Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	882	882	882	882	882	882	882	882	882	882	882	882	10 583	11 006	11 446
Contracted services	10 836	10 836	10 836	10 836	10 836	10 836	10 836	10 836	10 836	10 836	10 836	10 836	130 029	66 910	67 805
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants - other	730	730	730	730	730	730	730	730	730	730	730	730	8 760	7 984	8 093
Other expenditure	3 244	3 244	3 244	3 244	3 244	3 244	3 244	3 244	3 244	3 244	3 244	3 244	38 933	42 645	44 241
Cash Payments by Type	35 758	35 758	35 758	35 758	35 758	35 758	35 758	35 758	35 758	35 758	35 758	35 758	429 098	384 119	405 295
Other Cash Flows/Payments by Type															
Capital assets	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	5 964	71 566	61 756	60 280
Repayment of borrowing	29	29	29	29	29	29	29	29	29	29	29	29	343	343	343
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	41 751	41 751	41 751	41 751	41 751	41 751	41 751	41 751	41 751	41 751	41 751	41 751	501 007	446 218	465 918
NET INCREASE/(DECREASE) IN CASH HELD	(814)	(814)	(814)	(814)	(814)	(814)	(814)	(814)	(814)	(814)	(814)	(814)	(9 767)	3 875	16 002
Cash/cash equivalents at the month/year begin:	97 743	96 929	96 115	95 301	94 487	93 673	92 860	92 046	91 232	90 418	89 604	88 790	97 743	87 976	91 851
Cash/cash equivalents at the month/year end:	96 929	96 115	95 301	94 487	93 673	92 860	92 046	91 232	90 418	89 604	88 790	87 976	87 976	91 851	107 853

13.2 Hereunder follows a consolidation for revenue by source and expenditure by type

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue - Functional																
Governance and administration		22 655	22 655	22 655	22 655	22 655	22 655	22 655	22 655	22 655	22 655	22 655	22 655	271 856	290 858	307 251
Executive and council		15 768	15 768	15 768	15 768	15 768	15 768	15 768	15 768	15 768	15 768	15 768	15 768	189 213	204 327	215 889
Finance and administration		6 887	6 887	6 887	6 887	6 887	6 887	6 887	6 887	6 887	6 887	6 887	6 887	82 643	86 531	91 361
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		9 715	9 715	9 715	9 715	9 715	9 715	9 715	9 715	9 715	9 715	9 715	9 715	116 579	54 752	56 793
Community and social services		693	693	693	693	693	693	693	693	693	693	693	693	8 317	8 719	9 644
Sport and recreation		201	201	201	201	201	201	201	201	201	201	201	201	2 416	2 561	2 733
Public safety		3 531	3 531	3 531	3 531	3 531	3 531	3 531	3 531	3 531	3 531	3 531	3 531	42 373	43 287	44 220
Housing		5 289	5 289	5 289	5 289	5 289	5 289	5 289	5 289	5 289	5 289	5 289	5 289	63 474	186	197
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		1 693	1 693	1 693	1 693	1 693	1 693	1 693	1 693	1 693	1 693	1 693	1 693	20 311	20 929	21 939
Planning and development		468	468	468	468	468	468	468	468	468	468	468	468	5 617	5 531	5 802
Road transport		1 224	1 224	1 224	1 224	1 224	1 224	1 224	1 224	1 224	1 224	1 224	1 224	14 693	15 398	16 138
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		10 786	10 786	10 786	10 786	10 786	10 786	10 786	10 786	10 786	10 786	10 786	10 786	129 428	131 829	139 718
Energy sources		8 422	8 422	8 422	8 422	8 422	8 422	8 422	8 422	8 422	8 422	8 422	8 422	101 060	105 928	112 661
Water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		1	1	1	1	1	1	1	1	1	1	1	1	8	8	9
Waste management		2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	28 360	25 893	27 048
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue - Functional		44 848	44 848	44 848	44 848	44 848	44 848	44 848	44 848	44 848	44 848	44 848	44 848	538 173	498 368	525 702
			70 198	70 198	70 198	70 198	70 198	70 198	70 198	70 198	70 198	70 198				
Expenditure - Functional																
Governance and administration		13 217	13 217	13 217	13 217	13 217	13 217	13 217	13 217	13 217	13 217	13 217	13 217	158 610	167 251	174 922
Executive and council		7 064	7 064	7 064	7 064	7 064	7 064	7 064	7 064	7 064	7 064	7 064	7 064	84 774	89 771	94 020
Finance and administration		5 880	5 880	5 880	5 880	5 880	5 880	5 880	5 880	5 880	5 880	5 880	5 880	70 556	74 006	77 223
Internal audit		273	273	273	273	273	273	273	273	273	273	273	273	3 280	3 474	3 679
Community and public safety		14 625	14 625	14 625	14 625	14 625	14 625	14 625	14 625	14 625	14 625	14 625	14 625	175 504	118 268	122 490
Community and social services		1 778	1 778	1 778	1 778	1 778	1 778	1 778	1 778	1 778	1 778	1 778	1 778	21 339	22 501	23 378
Sport and recreation		1 706	1 706	1 706	1 706	1 706	1 706	1 706	1 706	1 706	1 706	1 706	1 706	20 474	21 810	22 454
Public safety		5 709	5 709	5 709	5 709	5 709	5 709	5 709	5 709	5 709	5 709	5 709	5 709	68 512	70 962	73 542
Housing		5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	5 432	65 179	2 995	3 116
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		6 732	6 732	6 732	6 732	6 732	6 732	6 732	6 732	6 732	6 732	6 732	6 732	80 786	82 286	83 994
Planning and development		1 884	1 884	1 884	1 884	1 884	1 884	1 884	1 884	1 884	1 884	1 884	1 884	22 613	24 879	24 239
Road transport		4 848	4 848	4 848	4 848	4 848	4 848	4 848	4 848	4 848	4 848	4 848	4 848	58 173	57 407	59 756
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		10 261	10 261	10 261	10 261	10 261	10 261	10 261	10 261	10 261	10 261	10 261	10 261	123 133	125 269	134 776
Energy sources		7 644	7 644	7 644	7 644	7 644	7 644	7 644	7 644	7 644	7 644	7 644	7 644	91 731	95 770	103 717
Water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		46	46	46	46	46	46	46	46	46	46	46	46	554	587	621
Waste management		2 571	2 571	2 571	2 571	2 571	2 571	2 571	2 571	2 571	2 571	2 571	2 571	30 848	28 913	30 437
Other		1	1	1	1	1	1	1	1	1	1	1	1	16	17	18
Total Expenditure - Functional		44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	44 837	538 049	493 091	516 199
Surplus/(Deficit) before assoc.		10	10	10	10	10	10	10	10	10	10	10	10	125	5 277	9 503
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	10	10	10	10	10	10	10	10	10	10	10	10	125	5 277	9 503

14. Contract having future budgets implications

There is no contract which will impose financial obligations on the municipality beyond the three years covered in the annual budget:

15. CAPITAL EXPENDITURE DETAILS

15.1 Capital expenditure on new assets by asset class

Description R thousand	Ref 1	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Capital expenditure on new assets by Asset Class/Sub-class</u>							
<u>Infrastructure</u>		8 712	17 906	17 906	13 619	24 419	24 335
Roads Infrastructure		7 212	17 656	17 656	13 619	24 419	24 335
Roads		7 212	17 656	17 656	13 619	24 419	24 335
Electrical Infrastructure		1 500	–	–	–	–	–
MV Substations		–	–	–	–	–	–
MV Switching Stations		–	–	–	–	–	–
MV Networks		1 500	–	–	–	–	–
Solid Waste Infrastructure		–	250	250	–	–	–
Waste Transfer Stations		–	250	250	–	–	–
<u>Community Assets</u>		38 972	20 241	20 241	14 550	14 292	20 500
Community Facilities		16 060	11 813	11 813	4 550	6 375	8 000
Halls		12 660	11 238	11 238	350	6 200	8 000
Centres		–	–	–	–	–	–
Crèches		2 100	575	575	825	–	–
Cemeteries/Crematoria		1 000	–	–	1 650	–	–
Taxi Ranks/Bus Terminals		300	–	–	–	–	–
Capital Spares		–	–	–	–	–	–
Sport and Recreation Facilities		22 912	8 428	8 428	10 000	7 917	12 500
Indoor Facilities		–	–	–	–	–	–
Outdoor Facilities		22 912	8 428	8 428	10 000	7 917	12 500
Capital Spares		–	–	–	–	–	–
<u>Other assets</u>		–	893	893	1 670	3 000	3 500
Operational Buildings		–	893	893	1 670	3 000	3 500
Municipal Offices		–	30	30	1 170	3 000	3 500
Pay/Enquiry Points		–	–	–	–	–	–
Building Plan Offices		–	–	–	–	–	–
Workshops		–	863	863	500	–	–
Yards		–	–	–	–	–	–
<u>Computer Equipment</u>		2 080	130	130	–	–	–
Computer Equipment		2 080	130	130	–	–	–
<u>Furniture and Office Equipment</u>		975	660	660	995	335	310
Furniture and Office Equipment		975	660	660	995	335	310
<u>Machinery and Equipment</u>		1 645	–	–	2 372	430	740
Machinery and Equipment		1 645	–	–	2 372	430	740
<u>Transport Assets</u>		895	–	–	4 500	1 630	–
Transport Assets		895	–	–	4 500	1 630	–
Total Capital Expenditure on new assets	1	53 279	39 831	39 831	37 706	44 106	49 385

15.2 Capital expenditure on the renewal of existing assets by asset class

Description	Ref	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1						
<u>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</u>							
<u>Infrastructure</u>		10 930	12 827	12 827	28 030	13 520	8 765
Roads Infrastructure		7 810	9 900	9 900	23 950	10 200	5 400
Roads		7 810	9 900	9 900	23 950	10 200	5 400
Storm water Infrastructure		3 000	1 427	1 427	3 000	–	–
Drainage Collection		3 000	1 427	1 427	3 000	–	–
Electrical Infrastructure		120	1 500	1 500	1 080	3 320	3 365
MV Substations		–	1 400	1 400	950	3 170	3 205
MV Switching Stations		–	–	–	–	–	–
MV Networks		120	–	–	–	–	–
LV Networks			100	100	130	150	160
<u>Community Assets</u>		–	1 500	1 500	600	2 000	–
Community Facilities		–	1 500	1 500	600	–	–
Halls			1 500	1 500	600	–	–
Sport and Recreation Facilities		–	–	–	–	2 000	–
Outdoor Facilities			–	–	–	2 000	–
<u>Computer Equipment</u>		–	2 980	2 980	5 230	2 130	2 130
Computer Equipment			2 980	2 980	5 230	2 130	2 130
<u>Furniture and Office Equipment</u>		50	–	–	–	–	–
Furniture and Office Equipment		50	–	–	–	–	–
<u>Machinery and Equipment</u>		120	–	–	–	–	–
Machinery and Equipment		120	–	–	–	–	–
<u>Transport Assets</u>		3 500	12 287	12 287	–	–	–
Transport Assets		3 500	12 287	12 287	–	–	–
Total Capital Expenditure on renewal of existing assets	1	14 600	29 594	29 594	33 860	17 650	10 895

15.3 Repairs and maintenance expenditure by asset class

Description R thousand	Ref	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Repairs and maintenance expenditure by Asset Class/Sub-class							
Infrastructure		31 864	32 801	32 801	31 495	33 313	35 243
Roads Infrastructure		31 864	32 801	32 801	31 495	33 313	35 243
Roads		31 864	32 801	32 801	31 495	33 313	35 243
		1	1	1	1	1	1
Total Repairs and Maintenance Expenditure	1	31 864	32 801	32 801	31 495	33 313	35 243
R&M as a % of PPE		3.8%	3.9%	3.9%	3.8%	4.1%	4.4%
R&M as % Operating Expenditure		6.4%	6.6%	6.6%	6.3%	7.0%	7.1%

15.4 Future financial implications of the capital budget

Vote Description R thousand	Ref	2020/21 Medium Term Revenue & Expenditure Framework		
		Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure	1			
Vote 1 - Executive and council		2 775	275	–
Vote 2 - Finance and administration		5 755	2 370	2 370
Vote 3 - Internal audit		–	–	–
Vote 4 - Community and social services		3 919	7 490	12 200
Vote 5 - Sport and recreation		10 950	9 917	8 500
Vote 6 - Public safety		1 150	–	460
Vote 7 - Housing		–	–	–
Vote 8 - Planning and development		1 500	–	–
Vote 9 - Road transport		38 682	37 869	33 385
Vote 10 - Waste management		2 755	515	–
Vote 11 - Energy sources		1 080	3 320	3 365
Vote 12 - Other		–	–	–
Vote 13 - Waste water management		3 000	–	–
Vote 14 -		–	–	–
Vote 15 -		–	–	–
<i>List entity summary if applicable</i>				
Total Capital Expenditure		71 566	61 756	60 280
Net Financial Implications		71 566	61 756	60 280

16. LEGISLATION COMPLIANCE STATUS

The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) became effective on 1 July 2004. Elements of the act have been phased in according to capacity of each municipality – high, medium and low.

The LG:MFMA has introduced significant changes to the financial management of local government. One of the main changes in budget preparation is that the single year, line item budgeting – which was a common feature of the previous practices – has been replaced by multi-year budgeting at a more strategic level.

The LG: MFMA aim to modernize budget and financial practices at all spheres of government, thereby facilitating effective service delivery. The general public plays an important role in ensuring a budget is set to reflect targeted service delivery. For example, during the budget preparation process, Section 21 of the LG: MFMA requires communities and residents within the municipal jurisdiction to be part of the Budget and Integrated Development Planning (IDP) processes. Section 8 of this report describes how this has been achieved.

Communities can also monitor the performance of the approved budget through regular reporting of the Service Delivery & Budget Implementation Plan (SDBIP) and the performance contracts of senior manager. These are prepared at the same time as the budget, thus ensuring alignment at the start of the financial year. Section 15 of this report provides some detail of the departmental SDBIP's that have been prepared. These highlight the key service delivery and performance targets that senior managers are accountable for.

Some of the key budget reforms encapsulated within the LG: MFMA, that uMlalazi has applied, are:

- Forward looking, multi-year budgets with strategic focus;
- Clear links between budget allocations and agreed policies;
- Improved integration of budget and planning processes;
- New budget process timetable with earlier adoption of budgets by council and earlier audits of Annual Financial Statements;
- Improved in-year reporting according to vote/function;
- Improved financial management information;
- Service Delivery and Budget Implementation Plans (SDBIP) developed and approved with budgets;
- New accounting norms and standards;
- Improvements to procurement and Supply Chain Management policies and processes;
- Establishment of a new audit committee and oversight process reforms and;
- Focus on performance measurement,

The LG: MFMA implementation is monitored through regular reporting including:

- Quarterly reviews of LG: MFMA implementation plans and 12 urgent implementation priorities checklist;
- Monthly returns to National Treasury and monthly reports to Mayor and Council, as required by Section 71;
- Publication of information on the municipalities website (www.umlalazi.org.za) and
- Mid-year budget and performance assessment as required by Section 72

The Budget and Medium Term Revenue and Expenditure Framework (MTREF) was prepared taking cognizance of the contents of the

Municipal budget and reporting regulations, Local Government: Municipal Finance Management Act No 56 of 2003, Circular No. 78

and the LG:MFMA Budget Formats Guide received from National Treasury.

The objective of the regulations is to secure sound and sustainable management of the budgeting and reporting practices of municipalities and municipal entities by establishing uniform norms and standards and other requirements for ensuring transparency, accountability and appropriate lines of responsibility in the budgeting and reporting processes of those institutions and other relevant matters as required by the Act.

OTHER LEGISLATION

The other important pieces of legislation when considering the budget processes are:

- The Division of Revenue Bill 2019 and
- The Municipal Systems Act (Act no. 32 of 2000), together with the Municipal Systems Amendment Act (Act No. 44 of 2003)

Division of Revenue Bill 2019

This Bill issued in February annually, provides the three year allocations from national government to local government. It sets out all the reporting requirements and conditions relating to the grants. Alongside this Provincial Departments allocate funding to local government by means of a provincial gazette.

These allocations are used when preparing the three year budget in order to comply with Section 18 of the LG: MFMA (relating to reasonably anticipated revenues to be collected). Additional allocations – both nationally and provincially – are sometimes made to municipalities. However, these are not included in the original budget as the allocations are not certain. When confirmed they will be included in an adjustments budget in accordance with Section 28 of the LG: MFMA.

The Municipal Systems Act (Act no. 32 of 2000) and the Municipal Systems Amendment Act (Act No. 44 of 2003)

These acts form the basis of the links between the budget and the Integrated Development Plan (IDP). In particular, the aspects that have been considered in preparing the budget are:

- Community participation (Chapters 4 & 5);

Performance management (Chapter 6) providing also the basis for measurable performance objectives in the Service Delivery and Budget Implementation Plan (SDBIP); and Tariff Policy (Chapter 8).

17. **MUNICIPAL MANAGER'S QUALITY CERTIFICATE**

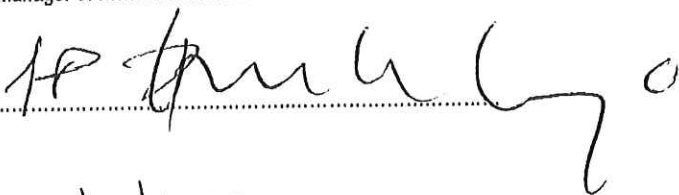
I, RP Mnguni, Municipal Manager of the uMlalazi Municipality,

Hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act to a certain extent with the budget document as set out in schedule A of the regulations including the main tables (A1-A10), and that the annual budget and supporting documents are consistent with the

Integrated Development Plan of the municipality.

Print Name..... RP Mnguni

Municipal Manager ofuMLALAZI MUNICIPALITY.....

Signature.....

Date.....26/05/2020.....

CONTACT DETAILS

uMlalazi Municipality

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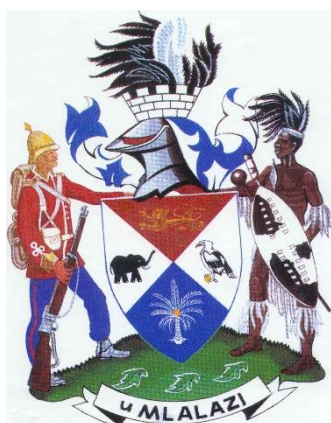
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uMLALAZI MUNICIPALITY



2020/2021

INTEGRATED DEVELOPMENT PLAN: IMPLEMENTATION PLAN

2020/2021 - INTEGRATED DEVELOPMENT PLAN – IMPLEMENTATION PLAN

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Slow internet connections	1	Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Install fibre, for adequate capacity	Completed installation of fibre for adequate capacity on IT Systems by 30 June	Date	Installation of fibre for adequate capacity on IT completed by 30 June	N/A	N/A	N/A	N/A	N/A		Corporate Services				ALL
								3 700 000.00											
	2	Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Review ICT Strategy	Reviewed ICT strategy by 30 June	Date	100% implementation of ICT targets in terms of strategy by 30 June	100% implementation of ICT targets in terms of strategy by 30 June	100% implementation of ICT targets in terms of strategy by 30 June	100% implementation of ICT targets in terms of strategy by 30 June	100% implementation of ICT targets in terms of strategy by 30 June	N/A		Corporate Services				ALL
								0											
Inadequate Kills Development	3	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Facilitate training programmes for Councillors in terms of skills audit	Training programmes facilitated for Councillors in terms of skills audit by 30 June	Number	4 training programmes facilitated for Councillors in terms of skills audit by 30 June	4 training programmes facilitated for Councillors in terms of skills audit by 30 June	4 training programmes facilitated for Councillors in terms of skills audit by 30 June	4 training programmes facilitated for Councillors in terms of skills audit by 30 June	4 training programmes facilitated for Councillors in terms of skills audit by 30 June	N/A		Corporate Services				ALL
								300 000.00											
	4	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Implement and support internship, learnership and in-service training programmes	Interns appointed in support of internship, learnership and in-service training programmes by 30 December	Number	7 Interns appointed by 31 December 2020 in support of internship, learnership and in-service training programmes	7 Interns appointed by 31 December 2021 in support of internship, learnership and in-service training programmes	7 Interns appointed by 31 December 2022 in support of internship, learnership and in-service training programmes	7 Interns appointed by 31 December in support of internship, learnership and in-service training programmes	7 Interns appointed by 31 December in support of internship, learnership and in-service training programmes	N/A		Corporate Services				ALL
								0											
	5	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Facilitate training programmes for staff in terms of skills development plan	Training programmes facilitated for Staff in terms of skills audit by 30 June	Number	10 training programmes facilitated for Staff in terms of skills audit by 30 June	10 training programmes facilitated for Staff in terms of skills audit by 30 June	10 training programmes facilitated for Staff in terms of skills audit by 30 June	10 training programmes facilitated for Staff in terms of skills audit by 30 June	10 training programmes facilitated for Staff in terms of skills audit by 30 June	N/A		Corporate Services				ALL
								700 000.00											

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Inadequate accessibility to educational facilities	7	Municipal Transformation and Institutional Development	Governance and Policy	To enhance the accessibility of library facilities to the public	Apply to Library Services to provide funding for the roll out of Cyber Cadet services in Ging, Mtz & Sunnysdale libraries	Application submitted to library services by 31 December for the roll out of cyber cadet facilities in Ging, Mtz & Sunnysdale libraries	Date	Application submitted to library services by 31 December for the roll out of cyber cadet facilities in Ging, Mtz & Sunnysdale libraries	N/A	N/A	N/A	N/A	N/A		Corporate Services				18; 19
								0	0	0	0	0	N/A						
Outdated Municipal Bylaws	8	Municipal Transformation and Institutional Development	Governance and Policy	To ensure that the Municipality has an updated set of Bylaws that is in line with its Vision and Mission	To conduct an overall assessment and review of all Municipal Bylaws	Conduct assessment and review of all Municipal Bylaws by 30 June	Date	N/A	Completion of assessment and review of all Municipal Bylaws by 30 June	100% implementation of Municipal Bylaws by 30 June	100% implementation of Municipal Bylaws by 30 June	100% implementation of Municipal Bylaws by 30 June	N/A		Corporate Services				ALL
								0	5 000 000.00				N/A						
Limited Office Space	9	Municipal Transformation and Institutional Development	Strategic Infrastructure	To ensure that there is suitable office space for the employees, executives and Councillors	To renovate and/or build new Municipal Offices in order to accommodate all executives and councillors.	Renovation and/or building of new offices completed to accommodate all executives and Councillors by 30 June	Date		Approved plan for the renovation and/or building of new Municipal Offices in order to accommodate all executives and councillors by 30 June	Completed renovation and/or building of new Municipal Offices in order to accommodate the new Council Chamber and Councilor Meeting rooms by 30 June	N/A	N/A	N/A		Engineering Services				11
								0	1 500 000.00	20 000 000.00			N/A						
	11	Municipal Transformation and Institutional Development	Human Resource Development	Ensure effective performance of all departments	Performance appraisals cascaded to all employees in a phased in approach	Completed phase 1 performance appraisals cascaded to employees by 30 June	Percentage	100% of phase 1 performance appraisals cascaded to employees by 30 June	100% of phase 2 performance appraisals cascaded to employees by 30 June	100% of phase 3 performance appraisals cascaded to employees by 30 June	N/A	N/A	N/A		Municipal Manager				ALL
								60 000.00	100 000.00	200 000.00	0	0	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Service Delivery Backlog	12	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Reduce backlog of electrification services annually	90% households provided with electrification services by 30 June	Percentage	92% households provided with electrification services by 30 June	94% households provided with electrification services by 30 June	96% households provided with electrification services by 30 June 2023	98% households provided with electrification services by 30 June 2024	98% households provided with electrification services by 30 June 2024	N/A		Engineering Services				ALL
								7 000 000.00	7 000 000.00	8 000 000.00	8 000 000.00	8 000 000.00	N/A						
Service Delivery Backlogs	13	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Provide affordable Services to Indigent Community by the implementation of the Indigent Policy	4500 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June	Number	6000 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June	6000 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June	6000 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June	6000 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June	6000 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June	N/A		Financial Services				ALL
								4 704 380.00	4 930 190.00	5 166 840.00	5 166 840.00	5 166 840.00	N/A						
Service Delivery Backlogs	14	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	To ensure maintenance and improvement of existing electrical infrastructure.	Spend 100% of the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June	Percentage	100% spent on the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June	100% spent on the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June	100% spent on the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June	100% spent on the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June	100% spent on the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June	N/A		Engineering Services				ALL
								1 080 000.00	3 320 000.00	3 365 000.00	1 910 000.00	1 910 000.00	N/A						
Service Delivery Backlogs	15	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Ensure the reduction of Electricity losses	Electricity losses remain within the norm of 10% by 30 June	Percentage	Electricity losses remain within the norm of 10% by 30 June	Electricity losses remain within the norm of 10% by 30 June	Electricity losses remain within the norm of 10% by 30 June	Electricity losses remain within the norm of 10% by 30 June	Electricity losses remain within the norm of 10% by 30 June	N/A		Engineering Services				11; 12
								714 160.00	742 730.00	772 440.00	770 260.00	770 260.00	N/A						
Service Delivery Backlogs	16	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic access to electricity by all communities	To ensure that energy saving principles are adhered to in line with	Energy saving principles adhered to in line with NERSA	Percentage	100% of energy saving principles adhered to in line with NERSA	100% of energy saving principles adhered to in line with NERSA	100% of energy saving principles adhered to in line with NERSA	100% of energy saving principles adhered to in line with NERSA	100% of energy saving principles adhered to in line with NERSA	N/A		Engineering Services				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
				es in a sustainable manner	NERSA Guidelines	guidelines by 30 June		guidelines by 30 June	guidelines by 30 June	guidelines by 30 June	guidelines by 30 June	guidelines by 30 June							
								0	0	0	0	0	N/A						
Service Delivery Backlogs	17	Basic Service Delivery	Strategic Infrastructure	Strengthen stakeholders and IGR engagements.	Strengthen the stakeholder engagement with Eskom Electrification Projects	Quarterly stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by 30 June	Number	4 Stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by 30 June	4 Stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by 30 June	4 Stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by 30 June	4 Stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by 30 June	4 Stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by 30 June	N/A		Engineering Services				ALL
								0	0	0	0	0	N/A						
Service Delivery Backlogs	18	Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Investigate possible registration of Borrow Pits under the municipality in order to ensure access to those borrow pits during project implementation and road maintenance activities.	Finalized Investigation on registration of Borrow Pits under the municipality to ensure access to those borrow pits during project implementation and road maintenance activities by 30 June	Date	N/A	Finalized investigation on registration of Borrow Pits under the municipality to ensure access to those borrow pits during project implementation and road maintenance activities by 30 June.	N/A	N/A	N/A	N/A		Planning and Economic Development				ALL
								0	1 500 000.00	0	0	0	N/A						
Service Delivery Backlogs	19	Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	To ensure continuous maintenance of road infrastructure	Maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	Percentage	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	N/A		Planning and Economic Development				ALL
								5 400 000.00	5 400 000.00	5 400 000.00	5 400 000.00	5 400 000.00	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Service Delivery Backlogs	20	Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Facilitate discussion with DOT to add completed roads as access roads to DOT Asset Register for maintenance purposes	Discussion facilitated with DOT by 30 June after projects are complete to add completed roads to DOT Asset Register for maintenance purposes	Date	Discussion facilitated with DOT by 30 June after projects are complete to add completed roads to DOT Asset Register for maintenance purposes	Discussion facilitated with DOT by 30 June after projects are complete to add completed roads to DOT Asset Register for maintenance purposes	Discussion facilitated with DOT by 30 June after projects are complete to add completed roads to DOT Asset Register for maintenance purposes	Discussion facilitated with DOT by 30 June after projects are complete to add completed roads to DOT Asset Register for maintenance purposes	Discussion facilitated with DOT by 30 June after projects are complete to add completed roads to DOT Asset Register for maintenance purposes	N/A		Engineering Services				ALL
								0.00	0.00	0.00	0.00	0.00	N/A						
Service Delivery Backlogs	21	Basic Service Delivery	Strategic Infrastructure	To ensure maintenance of all municipal buildings.	To develop a Maintenance Plan for Municipal Buildings	Annual maintenance plan developed for Municipal buildings by 31 December	Date	Annual maintenance plan developed for Municipal buildings by 31 December	Annual maintenance plan developed for Municipal buildings by 31 December	Annual maintenance plan developed for Municipal buildings by 31 December	Annual maintenance plan developed for Municipal buildings by 31 December	Annual maintenance plan developed for Municipal buildings by 31 December	N/A		Engineering Services				11; 12; 18; 19
								700 000.00	721 000.00	742 630.00	742 630.00	742 630.00	N/A						
Service Delivery Backlogs	22	Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal fleet	Replace Municipal fleet in terms of the fleet maintenance plan	Municipal Fleet replaced in terms of fleet management plan and allocated budget by 30 June	Percentage	N/A	100% budget spent on purchasing of fleet by 30 June	100% budget spent on purchasing of fleet by 30 June	100% budget spent on purchasing of fleet by 30 June	100% budget spent on purchasing of fleet by 30 June	N/A		Engineering Services				
								0	R5, 000 000.00	R5, 000 000.00	R5, 000 000.00	R5, 000 000.00	N/A						
Service Delivery Backlogs	23	Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal fleet	Facilitate process to write off and replace damaged fleet	Facilitated process to write off and replace damaged fleet annually by 31 March	Date	Process to write off and replace damaged fleet facilitated by 31 March	Process to write off and replace damaged fleet facilitated by 31 March	Process to write off and replace damaged fleet facilitated by 31 March	Process to write off and replace damaged fleet facilitated by 31 March	Process to write off and replace damaged fleet facilitated by 31 March	N/A		Engineering Services				ALL
								0	0	0	0	0	N/A						
Service Delivery Backlogs	24	Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Facilitate training programmes to train local SMME's through CIDB and SEDA support	Training programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June	Number	1 trainings programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June	1 trainings programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June	4 trainings programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June	4 trainings programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June	4 trainings programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June	N/A		Planning and Economic Development				ALL
								0	0	0	0	0	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Service Delivery Backlogs	25	Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Compile annual plan to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	Completed annual plan to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December	Date	Annual Plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December	Annual Plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December	Annual Plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December	Annual Plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December	Annual Plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December	N/A		Community Services				ALL
								0	0	0	0	0	N/A						
Service Delivery Backlogs	26	Basic service delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct community halls in terms of budget allocated for the financial year	Completed construction of community halls by 30 June	Date	N/A	Completed construction of Slambo, Mpumazi community halls by 30 June	Completed construction of Macotshaneni, Bayedle community halls by 30 June	Completed construction of Emanawe community hall by 30 June	Completed construction of Emanawe community hall by 30 June	N/A		Engineering Services				ALL
								0	9 000 000.00	8 500 000	6 000 000.00	6 000 000.00	N/A						
Service Delivery Backlogs	26 (a)	Basic service delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct community halls in terms of budget allocated for the financial year	Completed construction of Vuma, community halls by 30 June	Date	N/A	Completed construction of Slambo, Mpumazi community halls by 30 June	Completed construction of Macotshaneni, Bayedle community halls by 30 June	Completed construction of Emanawe community hall by 30 June	Completed construction of Emanawe community hall by 30 June	N/A		Engineering Services				ALL
								0	9 000 000.00	8 500 000	6 000 000.00	6 000 000.00	N/A						
Service Delivery Backlogs	27 (a)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on construction of Ndlongolwane road / causeways by 30 June	percentage	95% budget spent on construction of Ndlongolwane road / causeways by 30 June	N/A	N/A	N/A	N/A	N/A		Engineering Services				4
								4 000 000.00					N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Service Delivery Backlogs	27	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on construction of Izingwenya road / causeways by 30 June	percentage	95% budget spent on construction of Izingwenya road / causeways by 30 June	Xkm of road / causeway constructed by 30 June (Ngqathu, Mtipela/Ntabankulu, Kangela, Makhehle, Esiphezi, Eyetheni, Mbhabha, Ezisululwini)	Xkm of road / causeway constructed by 30 June (Makhehle, Endayeni to Ngedlezi, Esiphezi, Ofasimba, Mbhabha)	Xkm of road / causeway constructed by 30 June (Vekeza, Endayeni to Ngedlezi, Ofasimba, Mbhabha)	Xkm of road / causeway constructed by 30 June (Vekeza, Endayeni to Ngedlezi, Ofasimba, Mbhabha)	N/A		Engineering Services				15
								3 618 750.00					N/A						
Service Delivery Backlogs	27 (a)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on construction of Kwabonga road / causeways by 30 June	percentage	95% budget spent on construction of Kwabonga road / causeways by 30 June	N/A	N/A	N/A	N/A	N/A		Engineering Services				26
								3 500 000.00					N/A						
Service Delivery Backlogs	27 (b)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	6km Mtipela/Ntabankulu roads / causeways Constructed in terms of MIG budget allocated for the financial year by 30 June	km	Xkm of road / causeway constructed by 30 June (Mitchell street, Sunnysdale intersection, Mtipela/Ntabankulu, Osborne, Kangela, Izingwenya, Kwabonga, Mbongolwane)	Xkm of road / causeway constructed by 30 June (Ngqathu, Mtipela/Ntabankulu, Kangela, Makhehle, Esiphezi, Kwamfana, Ezisululwini)	Xkm of road / causeway constructed by 30 June (Makhehle, Endayeni to Ngedlezi, Esiphezi, Eyetheni, Mbhabha)	Xkm of road / causeway constructed by 30 June (Vekeza, Endayeni to Ngedlezi, Ofasimba, Mbhabha)	Xkm of road / causeway constructed by 30 June (Vekeza, Endayeni to Ngedlezi, Ofasimba, Mbhabha)	N/A		Engineering Services				ALL
								42 517 650.00	26 337 000.00	13 000 000.00	17 000 000.00	17 000 000.00	N/A						
Service Delivery Backlogs	27 (c)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on construction of Ethafeni, road / causeways by 30 June	percentage	95% budget spent on construction of Ethafeni, road / causeways by 30 June	N/A	N/A	N/A	N/A	N/A		Engineering Services				18
								1 000 000.00					N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Service Delivery Backlogs	27(d)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct / rehabilitate road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on rehabilitation of Kangela Road / causeways by 30 June	percentage	95% budget spent on rehabilitation of Kangela Road / causeways by 30 June	N/A	N/A	N/A	N/A	N/A		Engineering Services				11
								1 000 000.00					N/A						
Service Delivery Backlogs	27(e)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct / rehabilitate road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on rehabilitation of Osborne Road / causeways by 30 June	percentage	95% budget spent on rehabilitation of Osborne Road / causeways by 30 June	N/A	N/A	N/A	N/A	N/A		Engineering Services				11
								11 000 000.00					N/A						
Service Delivery Backlogs	28	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Ensure speedhumps, sidewalk constructed in terms of budget allocated	Constructed Speedhumps, sidewalk in terms of budget allocated by 30 June	Date	Speedhumps, sidewalk constructed in terms of budget allocated by 30 June	Speedhumps, sidewalk constructed in terms of budget allocated by 30 June	Speedhumps, sidewalk constructed in terms of budget allocated by 30 June	N/A	N/A	N/A		Engineering Services				11; 12; 18; 19; 7
								800 000.00	810 000.00	1 000 000.00	200 000.00	200 000.00	N/A						
Service Delivery Backlogs	29	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct laybes and shelters as per MIG budget	Constructed laybyes and shelters by 30 June	Date	Constructed laybyes and shelters by 30 June	Constructed laybyes and shelters by 30 June	Constructed laybyes and shelters by 30 June	Constructed laybyes and shelters by 30 June	Constructed laybyes and shelters by 30 June	N/A		Planning and Economic Development				ALL
								250 000.00	280 000.00	300 000.00	320 000.00	320 000.00	N/A						
Service Delivery Backlogs	30	Basic Service Delivery	Governance and Policy	To provide and maintain infrastructure and services to all, with emphasis on rural	Facilitate monthly waste awareness programmes	Waste awareness programmes facilitated by 30 June	Number	12 waste awareness programmes facilitated by 30 June	12 waste awareness programmes facilitated by 30 June	12 waste awareness programmes facilitated by 30 June	12 waste awareness programmes facilitated by 30 June	12 waste awareness programmes facilitated by 30 June	N/A		Community Services				ALL
								25 170.00	25 930.00	26 710.00	0.00	0.00	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
				communities, in a sustainable manner															
Natural Disasters	31	Basic Service Delivery	Governance and Policy	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Facilitate quarterly Disaster Forum meetings	Quarterly Disaster Forum meetings facilitated by 30 June	Number	4 Disaster Forum meetings facilitated by 30 June	4 Disaster Forum meetings facilitated by 30 June	4 Disaster Forum meetings facilitated by 30 June	4 Disaster Forum meetings facilitated by 30 June	4 Disaster Forum meetings facilitated by 30 June	N/A		Community Services				ALL
								800 000.00	820 000.00	840 000.00	750 000.00	750 000.00	N/A						
Service Delivery Backlogs	32	Basic Service Delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct sportsfields / sports parks in terms of budget allocated for the financial year	Complete construction of sports fields/ sports park in terms of budget allocated for the financial year by 30 June	Date	N/A	Completed construction of Mashabase Sports field in terms of budget allocated for the financial year 30 June	Completed construction of KDS Sports Park and rehab of Ging Sports field in terms of budget allocated for the financial year 30 June	Completed construction of Kwandlovu & Manzanym a Sports field in terms of budget allocated for the financial year 30 June	Completed construction of Kwandlovu & Manzanym a Sports field in terms of budget allocated for the financial year 30 June	N/A		Engineering Services				12
									3 118 750.00	8 000 000.00	9 000 000.00	9 000 000.00	N/A						ALL
Service Delivery Backlogs	32 (a)	Basic Service Delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner			Percentage	95% of budget spent by 30 June on the Construction of Sports Park	N/A	N/A	N/A	N/A	N/A		Engineering Services				12
								10 000 000.00	0	0	0	0	N/A						
Service Delivery Backlogs	33	Basic Service Delivery	Environmental Sustainability	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Reduce backlog of refuse removal services annually	42% households provided with refuse removal services by 30 June	Percentage	44% households provided with refuse removal services by 30 June	46% households provided with refuse removal services by 30 June	48% households provided with refuse removal services by 30 June	50% households provided with refuse removal services by 30 June	50% households provided with refuse removal services by 30 June	N/A		Community Services				ALL
								7 596 620.00	7 970 470.00	8 352 070.00	5 678 900.00	5 678 900.00	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
	34	Basic Service Delivery	Strategic Infrastructure	Promote equitable access to quality ECD programmes for all children under 6 years	Facilitate the construction of ECD facilities to assist children under 6 years old to receive quality education	ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	Number	N/A	10 ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	10 ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	10 ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	10 ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	N/A		Community Services				ALL
								0	0	0	0	0	N/A						
Poverty	34 (a)	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To develop an investment attraction strategy	An adopted investment attraction strategy by 30 June	Date	N/A	Approved investment attraction strategy by 30 June	Implementation of investment attraction strategy by 30 June	Implementation of investment attraction strategy by 30 June	Implementation of investment attraction strategy by 30 June	N/A		Planning and Economic Development				ALL
								0.00	410 000.00	0	0	0	N/A						
Poverty	35	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To ensure the promotion of economic development through the development of an agricultural sector plan	Adopted Agricultural Sector Plan by 30 June	Date	implementation of agricultural sector plan by 30 June	implementation of agricultural sector plan by 30 June	implementation of agricultural sector plan by 30 June	implementation of agricultural sector plan by 30 June	implementation of agricultural sector plan by 30 June	N/A		Planning and Economic Development				ALL
								0	0	0	0	0	N/A						
Poverty	36	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To promote youth participation in agricultural & tourism activities from previously disadvantaged communities	Summit facilitated for Youth in agriculture & tourism by 31 March	Date	N/A	Agriculture & Tourism Youth programme supported by 30 June	Agriculture & Tourism Youth programme supported by 30 June	Agriculture & Tourism Youth programme supported by 30 June	Agriculture & Tourism Youth programme supported by 30 June	N/A		Planning and Economic Development				ALL
								0.00	100 000.00	100 000.00	100 000.00	100 000.00	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Poverty	37	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To take advantage of opportunities presented by the Ocean Economy	Submitted application Funding for Aquaculture Development Zone feasibility study by 30 June	Date	N/A	Appointment of Consultant to undertake feasibility study by 30 June	Identification of suitable site/s for the establishment of the Aquaculture Development Zone with preference being given to previously marginalised areas.	Establishment of the Aquaculture Development Zone	Establishment of the Aquaculture Development Zone	N/A		Planning and Economic Development				ALL
								0.00	500 000.00	0	0	0	N/A						
Inadequate Tourism Development	40	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To promote economic development through eco-tourism and heritage tourism.	An approved Coastal Development Plan by 30 June	Date	N/A	Finalize and approve Coastal Development Plan by 30 June	N/A	N/A	N/A	N/A		Planning and Economic Development				ALL
								0.00	500 000.00				N/A						
Inadequate Tourism Development	41	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To ensure the promotion of economic development through the development of Tourism sector plan	An approved Tourism Sector Plan by 30 June	Date	Implementation of Tourism sector plan by 30 June	Implementation of Tourism sector plan by 30 June	Implementation of Tourism sector plan by 30 June	Implementation of Tourism sector plan by 30 June	Implementation of Tourism sector plan by 30 June	N/A		Planning and Economic Development				ALL
								0	0	0	0	0	N/A						
	42	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment.	To promote economic development through industrial development.	Call for Developers for the establishment of Eshowe industrial extension and Eshowe Townlands by 30 June	Date	Call for proposals for the establishment of Eshowe industrial extension and townlands by 30 June	Complete phase 1 of the establishment of Eshowe industrial extension and townlands by 30 June	Complete phase 2 of the establishment of Eshowe industrial extension and townlands by 30 June	Commission Feasibility Study for the establishment of Industrial Parks by 30 June	Commission Feasibility Study for the establishment of Industrial Parks by 30 June	N/A		Planning and Economic Development				11
								500 000.00	442 000.00	0 459 680.00	0	0	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Unemployment	43	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment.	Promote creation of job opportunities through EPWP, CWP and other poverty alleviation programmes	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	Number	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	N/A		Community Services				ALL
								5 938 000.00	2 710 000.00	2 773 000.00	3 515 000.00	3 515 000.00	N/A						
Inadequate Local Economic Development	45	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To promote the development of SMMEs in particular informal traders	Approved Gingindlovu informal Market Stalls designs by 30 June	Date	N/A	Completed Gingindlovu informal Market stalls by 30 June	Monitoring of Gingindlovu informal Market Stalls designs by 30 June	Monitoring of Gingindlovu informal Market Stalls designs by 30 June	Monitoring of Gingindlovu informal Market Stalls designs by 30 June	N/A		Planning and Economic Development				18
								0	1 000 000.00	0	0	0	N/A						
Inadequate Local Economic Development	46	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To promote the development of SMMEs in particular informal traders	Constructed Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2020	Date	Managing of Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2021	Managing of Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2022	Managing of Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2023	Managing of Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2024	Managing of Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2024	N/A		Planning and Economic Development				12
								0					N/A						
	47	Local Economic and Social Development	Inclusive Economic growth	To develop and support social development initiatives, particularly those focussed on the youth and the vulnerable groups	Facilitate uMlalazi Sports, Arts & Culture Festival	uMlalazi Sports & Arts and Culture festival facilitated by 30 June	Date	N/A	uMlalazi Sports & Arts and Culture for facilitated by 30 June	N/A	N/A	N/A	N/A		Community Services				ALL
								0	1 500 000.00	0	0	0	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
	48	Local Economic and Social Development	Inclusive Economic growth	Promote active ageing and healthy lifestyles	Facilitate the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area	Programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June	Number	4 programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June	4 programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June	4 programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June	4 programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June	4 programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June	N/A		Community Services				ALL
								0	0	0	0	0	N/A						
Inadequate own revenue	49	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Ensure that the Municipality derives maximum value from Municipal Land through Outdoor advertisement	Reviewed Outdoor Advertising Bylaws 30 June	Date	Monitoring of Implementation of Outdoor Advertising Bylaws by 30 June	Monitoring of Implementation of Outdoor Advertising Bylaws by 30 June	Monitoring of Implementation of Outdoor Advertising Bylaws by 30 June	Monitoring of Implementation of Outdoor Advertising Bylaws by 30 June	Monitoring of Implementation of Outdoor Advertising Bylaws by 30 June	N/A		Planning and Economic Development				ALL
								0	0	0	0	0	N/A						
Inadequate own revenue	50	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Derive maximum value from Municipal Heritage Sites and other Tourism Facilities	Reviewed Municipal Heritage sites and Tourism facilities MOA by 31 December	Date	Reviewed Municipal Heritage sites and Tourism facilities MOA by 31 December	Reviewed organogram to capacitate Tourism unit by 30 June	N/A	N/A	N/A	N/A		Planning and Economic Development				ALL
								0	0	0	0	0	N/A						
High outstanding debtors	51	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Ensure effective processes for the collection of funds due to the municipality in terms of debt collection policy	95% debtors collection rate by 30 June	Percentage	95% debtors collection rate by 30 June	95% debtors collection rate by 30 June	95% debtors collection rate by 30 June	95% debtors collection rate by 30 June	95% debtors collection rate by 30 June	N/A		Financial Services				ALL
								0	0	0	0	0	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Inadequate own revenue	52	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Facilitate the review of the General Valuation Roll in line with the prescripts of legislation	Approved review of valuation roll by 30 June	Date	Monitoring of annual update of valuation roll by 30 June	Monitoring of annual update of valuation roll by 30 June	Monitoring of annual update of valuation roll by 30 June	Monitoring of annual update of valuation roll by 30 June 2024	Monitoring of annual update of valuation roll by 30 June 2024	N/A		Financial Services				ALL
								1 293 220.00	1 332 010.00	1 371 970.00	283 900.00	283 900.00	N/A						
Inadequate own revenue	53	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Facilitate a feasibility study on the installation of digital Billboards as a revenue enhancement strategy	10% additional own revenue generated annually through advertising signage	percentage	10% additional own revenue generated annually through advertising signage	10% additional own revenue generated by the installation of digital billboards	10% additional own revenue generated by the installation of digital billboards	10% additional own revenue generated by the installation of digital billboards	10% additional own revenue generated by the installation of digital billboards	N/A		Planning and Economic Development				ALL
								0	0	0	0	0	N/A						
Inadequate own revenue	54	Municipal Financial viability and Management	Strategic Infrastructure	To ensure Revenue enhancement	Facilitate a Feasibility Study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini by 30 June 2020	Approved feasibility study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini by 30 June	Date	Feasibility study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini approved by 30 June	N/A	N/A	N/A	N/A	N/A		Financial Services				ALL
								250 000.00	0	0	0	0	N/A						
	55	Municipal Financial viability and Management	Governance and Policy	Enhance effective internal controls and standard operating procedures	Facilitate an audit on all assets of the Municipality	Approved Audit on assets of the Municipality by 30 December	Date	Approve audit of assets of the Municipality by 30 December	N/A	N/A	N/A	N/A	N/A		Financial Services				ALL
								R1, 000 000.00	1 000 000.00	1 000 000.00	0	0	N/A						
Inadequate performance monitoring	56	Municipal Financial Viability and Management	Governance and Policy	To ensure continued sound financial management	Monitor the performance of Service Providers	Quarterly reports submitted to Council on the Performance of Service Providers	Number	4 reports submitted to Council by 30 June on the performance of the Service Providers	4 reports submitted to Council by 30 June on the performance of the Service Providers	4 reports submitted to Council by 30 June on the performance of the Service Providers	4 reports submitted to Council by 30 June on the performance of the Service Providers	4 reports submitted to Council by 30 June on the performance of the Service Providers	N/A		Municipal Manager				ALL
								0.00	0.00	0.00	0.00	0.00	N/A						

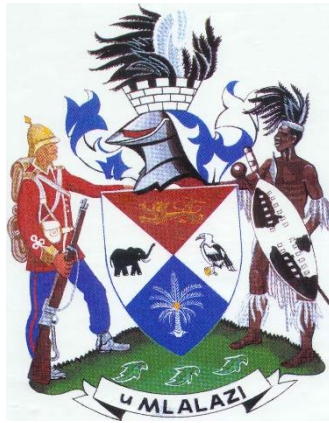
KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
inadequate participation in HIV/Aids programs	57	Good Governance and Public Participation	Human and Community Development	Mitigate the Impact of HIV/Aids in the Municipality area	Ensure quarterly HIV/AIDS Council (LAC) Meetings are facilitated	No of HIV/AIDS Council (LAC) Meetings facilitated by 30 June	Number	4 HIV/Aids Council (LAC) meetings facilitated by 30 June	4 HIV/Aids Council (LAC) meetings facilitated by 30 June	4 HIV/Aids Council (LAC) meetings facilitated by 30 June	4 HIV/Aids Council (LAC) meetings facilitated by 30 June	4 HIV/Aids Council (LAC) meetings facilitated by 30 June	N/A		Municipal Manager				ALL
								200 000.00	200 000.00	200 000.00	200 000.00	200 000.00	N/A						
inadequate public participation initiatives	58	Good Governance and Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure that all Ward Committees are functional	100% functionality of Ward Committees by 30 June	Percentage	100% functionality of Ward Committees by 30 June	100% functionality of Ward Committees by 30 June	100% functionality of Ward Committees by 30 June	100% functionality of Ward Committees by 30 June	100% functionality of Ward Committees by 30 June	N/A		Municipal Manager				ALL
								3 000 000.00	3 100 000.00	3 200 000.00	3 000 000.00	3 000 000.00	N/A						
Inadequate implementation of Batho Pele	59	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Quarter Batho Pele Forum meetings held by 30 June	Number	4 Batho Pele Forum meetings held by 30 June	4 Batho Pele Forum meetings held by 30 June	4 Batho Pele Forum meetings held by 30 June	4 Batho Pele Forum meetings held by 30 June	4 Batho Pele Forum meetings held by 30 June	N/A		Municipal Manager				ALL
								0	0	0	0	0	N/A						
Inadequate implementation of Batho Pele	60	Good Governance & Public Participation	Strategic Infrastructure	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Approved Service Delivery Improvement Plan (SDIP) by 31 March	Date	Approved SDIP by 31 March	4 reports submitted to EXCO by 30 June on the Implementation of the SDIP	4 reports submitted to EXCO by 30 June on the Implementation of the SDIP	4 reports submitted to EXCO by 30 June on the Implementation of the SDIP	4 reports submitted to EXCO by 30 June on the Implementation of the SDIP	N/A		Municipal Manager				ALL
								0	0	0	0	0	N/A						
Inadequate implementation of Batho Pele	61	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Attended to 100% of Complaints within 3 working days	Percentage	100% of complaints attended to within 3 days of receipt 30 June	100% of complaints attended to within 3 days of receipt 30 June	100% of complaints attended to within 3 days of receipt 30 June	100% of complaints attended to within 3 days of receipt 30 June	100% of complaints attended to within 3 days of receipt 30 June	N/A		Municipal Manager				ALL
								70 000.00	70 000.00	70 000.00	70 000.00	70 000.00	N/A						
Inadequate public participation	62	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Facilitate Local Task Team (LTT) meetings to address War Room Issues	Quarterly LTT meetings facilitated to address War Room Issues by 30 June	Number	4 Local Task Team meetings facilitated to address War Room Issues by 30 June	4 Local Task Team meetings facilitated to address War Room Issues by 30 June	4 Local Task Team meetings facilitated to address War Room Issues by 30 June	4 Local Task Team meetings facilitated to address War Room Issues by 30 June	4 Local Task Team meetings facilitated to address War Room Issues by 30 June	N/A		Municipal Manager				ALL
								200 000.00	200 000.00	200 000.00	200 000.00	200 000.00	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
	63	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Facilitate the sitting of the Standing Rules and Orders Committee meetings	Quarterly Standing Rules and Orders Committee meetings facilitated by 30 June	Number	4 Standing Rules and Orders Committee meetings facilitated by 30 June	4 Standing Rules and Orders Committee meetings facilitated by 30 June	4 Standing Rules and Orders Committee meetings facilitated by 30 June	4 Standing Rules and Orders Committee meetings facilitated by 30 June	4 Standing Rules and Orders Committee meetings facilitated by 30 June	N/A		Municipal Manager				ALL
								0	0	0	0	0	N/A						
	65	Good Governance and Public Participation	Human and Community Development	To ensure that a functional and effective Council exists	Facilitate training for Ward Committee members	Training facilitated for Ward Committee members by 30 June	Date	N/A	Training facilitated for Ward Committee members by 30 June	N/A	N/A	N/A	N/A		Municipal Manager				ALL
								0	300 000.00	0	0	0	N/A						
	66	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Ensure that all Delegations of Authority are reviewed	Approved Review of delegations of authority by 30 June	Date	Approved review of Delegations of authority by 30 June	N/A	N/A	N/A	N/A	N/A		Municipal Manager				ALL
								0	0	0	0	0	N/A						
Fragmented or adhoc planning	67	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Implement Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law	Quarterly Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June	Number	4 Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June	4 Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June	4 Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June	4 Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June	4 Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June	N/A		Planning and Economic Development				ALL
								555 460.00	535 752.26	535 752.26	535 752.26	535 752.26	N/A						
Fragmented or adhoc planning	68	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Ensure the finalisation of the Umlalazi Wall to Wall scheme	Approved Umlalazi Wall to Wall scheme by 30 June	Date	Approved uMlalazi Wall to wall scheme by 30 June	N/A	N/A	N/A	N/A	N/A		Planning and Economic Development				ALL
								1 200 000.00	520 000.00	540 800.00	0	0	N/A						
Fragmented or adhoc planning	69	Cross Cutting	Environmental Sustainability	To ensure effective land use management and	Ensure the finalization of precinct plans	Source funding for implementation of precinct	Date	Source funding for implementation of precinct	N/A	N/A	N/A	N/A	N/A		Planning and Economic Development				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
				coordinate d Spatial Development Planning		plan by 30 June		plan by 30 June											
								0	0	0	0	0	N/A						
Fragmented or adhoc planning	73	Cross Cutting	Strategic Infrastructure	To ensure effective land use management and coordinate d Spatial Development Planning	Facilitation of township establishments	Consultant appointed by 30 June for the establishment of Mtakwende Township	Date	Completed EIA studies of Mtakwende Township establishment by 30 June	Completed EIA studies of Mtakwende Township establishment by 30 June	Established Mtakwende Township by 30 June	N/A	N/A	N/A		Planning and Economic Development				ALL
								500 000.00	494 000.00	513 760.00	0	0	N/A						
Fragmented or adhoc planning	75	Cross Cutting	Environmental Sustainability	To ensure that strategically located land is made available for local economic development	Conduct a review of all Land Legal Arrangements to facilitate the release of land for economic development with a bias towards previously disadvantaged individuals to participate meaningfully in the local economy.	Land Audit conducted by 31 March	Date	Adopted land audit by 31 March	Monitoring of land lease agreements by 30 June	Monitoring of land lease agreements by 30 June	Monitoring of land lease agreements by 30 June	Monitoring of land lease agreements by 30 June	N/A		Planning and Economic Development				ALL
								300 000.00	0	0	0	0	N/A						
	76	Good Governance and Public Participation	Governance and Policy	To develop a credible and implement able IDP	Facilitate Strategic Planning session	Strategic planning session held by 31 December	Date	Strategic planning session held by 31 December	Strategic planning session held by 31 December	Strategic planning session held by 31 December	Strategic planning session held by 31 December	Strategic planning session held by 31 December	N/A		Planning and Economic Development				ALL
								150 000.00	321 360.00	334 210.00	334 210.00	334 210.00	N/A						
Inadequate public participation	76	Good Governance and Public Participation	Governance and Policy	To develop a credible and implement able IDP	Facilitate Clustered IDP Road shows	Clustered IDP roads shows held by 30 June	Number	8 Clustered Roadshows held by 30 June	8 Clustered Roadshows held by 30 June	8 Clustered Roadshows held by 30 June	8 Clustered Roadshows held by 30 June	8 Clustered Roadshows held by 30 June	N/A		Planning and Economic Development				ALL
								579 720.00	445 790.00	460 980.00	500 000.00	500 000.00	N/A						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Budget Year 24/25	Outside 5 Year Period	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Inadequate public participation	77	Good Governance and Public Participation	Governance and Policy	To develop a credible and implementable IDP	Complete Ward Based plans	Ward Based Plans completed by 31 May	Number	27 Ward Based Plans approved by 31 May	27 Ward Based Plans approved by 31 May	27 Ward Based Plans approved by 31 May	27 Ward Based Plans approved by 31 May	27 Ward Based Plans approved by 31 May	N/A		Planning and Economic Development				ALL
								0.00	100 000.00	500 000.00	0.00	0.00	N/A						
	78	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Monitor the efficiency and effectiveness of legal matters at court.	Quarterly reports submitted to Council on the progress of legal matters at court.	Number	4 reports submitted by 30 June on the progress of legal matters at court	4 reports submitted by 30 June on the progress of legal matters at court	4 reports submitted by 30 June on the progress of legal matters at court	4 reports submitted by 30 June on the progress of legal matters at court	4 reports submitted by 30 June on the progress of legal matters at court	N/A		Municipal Manager				ALL
								0	0	0	0	0	N/A						
	79	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Monitor the efficiency and effectiveness of Intergovernmental Relations within the Municipality.	Quarterly reports submitted to Council on IGR	Number	4 reports submitted by 30 June on IGR	4 reports submitted by 30 June on IGR	4 reports submitted by 30 June on IGR	4 reports submitted by 30 June on IGR	4 reports submitted by 30 June on IGR	N/A		Municipal Manager				ALL
								0	0	0	0	0	N/A						
	80	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Monitor the efficiency and effectiveness of third party services provided on behalf of the Municipality	Quarterly reports submitted to Council on Traffic Management Technologies and Animal Pound third party contracts in terms of cost effectiveness	Number	4 reports submitted by 30 June to Council on Traffic Management Technologies and Animal Pound third party contracts in terms of cost effectiveness	4 reports submitted by 30 June to Council on Traffic Management Technologies and Animal Pound third party contracts in terms of cost effectiveness	4 reports submitted by 30 June to Council on Traffic Management Technologies and Animal Pound third party contracts in terms of cost effectiveness	4 reports submitted by 30 June to Council on Traffic Management Technologies and Animal Pound third party contracts in terms of cost effectiveness	4 reports submitted by 30 June to Council on Traffic Management Technologies and Animal Pound third party contracts in terms of cost effectiveness	N/A		Community Services				ALL
								2 864 500.00	0	0	0	0	N/A						
	81	Municipal Transformation and Institutional Development	Governance and Policy	To ensure accountability and transparency	Monitor the effectiveness of communication in the Municipality	Quarterly reports submitted to Council on Communication	Number	4 reports submitted by 30 June on Communication	4 reports submitted by 30 June on Communication	4 reports submitted by 30 June on Communication	4 reports submitted by 30 June on Communication	4 reports submitted by 30 June on Communication	N/A		Corporate Services				ALL
								0	0	0	0	0	N/A						

uMLALAZI MUNICIPALITY



2020/2021 SCHEDULE OF TARIFFS

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
E	ENGINEERING SERVICES					
	ELECTRICITY SUPPLY CONSUMPTION CHARGES					
E1	AVAILABILITY CHARGE Availability Charge is payable in respect of all properties which can be or not yet served by the electricity network	339.46	346.00		360.64	415.00
E2	CONVENTIONAL METERS					
	ESHOWE CONSUMERS					
E2.1	DOMESTIC CONSUMERS, CHURCHES & OLD AGE HOMES	kWh CHARGES BASED ON THE INCLINING BLOCK TARIFF SYSTEM				
E2.1.1	Monthly Service Charge (Month)	283.90	326.49		301.62	347.30
E2.1.2	0 - 50 kWh	1.03	1.18		1.09	1.15
E2.1.3	51 - 350 kWh	1.33	1.53		1.41	1.15
E2.1.4	351 - 600 kWh	1.85	2.13		1.97	2.30
E2.1.5	> 601 kWh	1.88	2.16		2.00	2.30
E2.2	BUSINESSES, CLUBS, BOARDING HOUSES, HOTELS & HOSTELS, GOVERNMENT / NPA					
E2.2.1	Monthly Service Charge (Month) - (Single-phase Connection)	363.07	417.53		385.73	443.90
E2.2.2	Monthly Service Charge (Month) - (Three-phase Connection)	1 023.32	1 176.82		1 087.18	1 251.20
E2.2.3	Consumption Charge (kWh)	1.75	2.01		1.86	2.30
E2.3	LARGE CONSUMERS					
E2.3.1	Monthly Service Charge (Month)	583.92	671.51		620.36	714.15
E2.3.2	Consumption Charge (kVA)	240.83	276.95		255.86	294.40
E2.3.3	Consumption Charge (kWh)	0.95	1.09		1.01	2.30
E2.3.4	Bulk Service Charge (Industrial 2)	7 281.61	8 373.85		7 735.98	8 896.40
E2.3.5	Consumption Charge (kVA)(Industrial 2)	236.90	272.44		251.68	289.80
	KING DINUZULU CONSUMERS					
E2.4	DOMESTIC CONSUMERS, CHURCHES & OLD AGE HOMES	kWh CHARGES BASED ON THE INCLINING BLOCK TARIFF SYSTEM				
E2.4.1	Monthly Service Charge (Month)	283.90	326.49		301.62	347.30
E2.4.2	0 - 50 kWh	1.03	1.18		1.09	2.30
E2.4.3	50 - 350 kWh	1.33	1.53		1.41	2.30
E2.4.4	351 - 600 kWh	1.85	2.13		1.97	2.30
E2.4.5	> 601 kWh	1.88	2.16		2.00	2.30
	BUSINESSES, CLUBS, BOARDING HOUSES, HOTELS & HOSTELS, GOVERNMENT / NPA					
E2.4.6	Monthly Service Charge (Month) - (Single-phase Connection)	363.07	417.53		385.73	443.90
E2.4.7	Consumption Charge (kWh)	1.75	2.01		1.86	2.30

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E3	PREPAID METERS					
E3.1	DOMESTIC CONSUMERS, CHURCHES & OLD AGE HOMES	kWh CHARGES BASED ON THE INCLINING BLOCK TARIFF SYSTEM				
E3.1.1	0 - 50 kWh	1.03	1.18		1.09	2.30
E3.1.2	50 - 350 kWh	1.33	1.53		1.41	2.30
E3.1.3	351 - 600 kWh	1.85	2.13		1.97	2.30
E3.1.4	> 601 kWh	2.15	2.47		2.28	3.45
E3.2	BUSINESSES, CLUBS, BOARDING HOUSES, HOTELS & HOSTELS, GOVERNMENT / NPA					
E3.2.1	Consumption Charge (kWh) - Single Phase Connection	1.78	2.05		1.89	2.30
E3.2.2	Consumption Charge (kWh) - Three Phase Connection	1.75	2.01		1.86	2.30
E3.3	LOW COST HOUSING	kWh CHARGES BASED ON THE INCLINING BLOCK TARIFF SYSTEM				
E3.3.1	0 - 50 kWh	0.94	1.08		1.00	1.15
E3.3.2	50 - 350 kWh	1.17	1.35		1.24	2.30
E3.3.3	351 - 600 kWh	1.34	1.54		1.42	2.30
E3.3.4	> 601 kWh	1.43	1.64		1.52	2.30
E4	ELECTRICITY CONSUMER DEPOSITS					
E4.1	CONVENTIONAL METERS					
	DOMESTIC SUPPLY					
E4.1.1	Amateur Sporting Clubs		7 500.00			7 500.00
E4.1.2	Charitable Institutions		7 500.00			7 500.00
E4.1.3	Churches		7 500.00			7 500.00
E4.1.4	Government Dwellings & Institutions		7 500.00			7 500.00
E4.1.5	Private Dwelling Houses		7 500.00			7 500.00
E4.1.6	Retirement and Care Centres		7 500.00			7 500.00
E4.1.7	Townhouses		7 500.00			7 500.00
E4.1.8	Residential Flats		7 500.00			7 500.00
E4.1.9	Temporary Supply (Churches & Other Organisations)		1 500.00			1 500.00
	LOW COST HOUSING					
E4.1.10	Municipal Valuation of Property below R100,000.00	-	-			
E4.1.11	Municipal Valuation of Property Above R100,000.00	-	1 500.00		0.00	1 500.00
	PROPERTIES OCCUPIED BY TENANTS					
E4.1.12	Deposit to be equivalent to three (3) times the refuse charge					
	COMMERCIAL PROPERTIES					
E4.1.13	Deposit to be based on three times the average monthly account over a period of three months of a similar business or three the average account over a period of three months of the previous consumer	Calculation of the deposit will be determined by the Revenue Office				
E4.1.14	Should the business to be operated be of the same type or per discretion of the Chief Financial Officer (CFO) or his assignee the minimum charge will apply	-	20 000.00		0.00	20 000.00
E4.2	PREPAID METERS					
	COMMERCIAL PROPERTIES					
E4.2.1	Refuse removal service at least one day per week	-	3 500.00			3 500.00
E4.2.2	Refuse removal service at least six day removal per week	-	5 000.00			5 000.00

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E5	SUNDRY ELECTRICITY CHARGES					
E5.1	TESTING FEES					
E5.1.1	Special fee for testing installation at consumers request	191.72	208.00		203.22	234.00
E5.1.2	Prepaid Meter	491.29	533.00		520.77	599.00
E5.1.3	Single phase conventional meter	659.04	715.00		698.58	804.00
E5.1.4	400V Three phase conventional meter	852.61	925.00		903.77	1 040.00
E5.1.5	11 kv meter	Cost + 10%				
	Checking Meter Reading (Refundable if found to be correct)	317.08	344.00		336.10	387.00
E5.2	DISCONNECTION CHARGE					
E5.2.1	Properties within the Municipality	231.36	251.00		245.24	283.00
E5.2.2	Properties outside the Municipality(Plus 32c/km)	231.36	251.00		245.24	283.00
E5.2.3	Where the disconnection is performed by a private contractor at the request of the Manager - Financial Services	463.63	503.00		491.45	566.00
E5.3	RECONNECTION CHARGE					
E5.3.1	For none -payment of account	231.36	251.00		245.24	283.00
E5.3.2	For other reasons, per each occasion	231.36	251.00		245.24	283.00
E5.3.3	Connection Charge-after office hours	681.17	739.00		722.04	831.00
E5.4	SERVICE CONNECTION FEES (NEW TARIFFS)					
E5.4.1	Single phase prepayment connection (60 amp)	1 958.26	2 186.00		2 075.76	2 388.00
E5.4.2	Single phase prepayment connection (Sunnydale 20 amp)	860.87	985.00		860.87	985.00
E5.4.3	Upgrade single phase prepayment connection (20 amp -60 amp)(KDS /Sunnydale)	11 933.91	13 470.00		12 649.94	14 548.00
E5.4.4	Alternative single phase prepayment connection including ready board and cable	4 004.35	4 432.00		4 244.61	4 882.00
E5.4.5	Single phase meter conversion from conventional to prepayment (Domestic and Small Business)	1 323.48	1 491.00		1 402.89	1 614.00
E5.4.6	Three phase meter conversion from conventional to three phase prepayment (Domestic and Small Business)	4 516.52	5 091.00		4 787.51	5 506.00
E5.4.7	Single phase conventional connection (see council resolution)	1 585.22	1 770.00		1 680.33	1 933.00
E5.4.8	Second single phase prepayment connection on the same or subdivided premises	14 898.26	16 962.00		15 792.16	18 161.00
E5.4.9	Single phase meter conversion from conventional to three phase conventional (domestic and Small Business)	15 830.43	17 847.00		16 780.26	19 298.00
E5.4.10	Single phase meter conversion from conventional to three phase prepayment meter (Domestic & Small Business)	17 396.52	20 375.00		18 440.31	21 207.00
E5.4.11	Domestic conversion from single to three phase maximum demand on connection (100 amp)	17 895.65	-		18 969.39	21 815.00
E5.4.12	Domestic three phase conventional connection with a maximum demand of 100 amp	17 368.70	19 775.00		18 410.82	21 173.00
E5.4.13	Domestic three phase prepayment connection	4 647.83	5 238.00		4 926.70	5 666.00
E5.4.14	New 80A single phase supply or conversation from 60A to 80A	5 282.61	5 954.00		5 599.57	6 440.00
E5.4.15	Non-domestic three phase connection with a maximum demand of 100 Amp	21 605.22	24 361.00		22 901.53	26 337.00
E5.4.16	Conversion from 80A single phase prepayment to 3 phase prepayment connection	11 924.35	13 444.00		12 639.81	14 536.00
E5.4.17	Three phase connection with a max demand greater than 60Amp(100A Eshowe)	All cost plus 10% of all equipment necessary plus the cost of the infrastructure contribution for additional electricity above that bein existing or allowed based on the zoning and premises				
E5.4.18	Tampering Fee (Includes price for the meter and labour)	2 355.04	2 555.00		5 788.66	6 657.00
E5.4.19	Pre Paid Electricity Identification Card	46.09	50.00		17.39	20.00
E5.4.20	Moving /Relocation of a payment meter	890.40	966.00		943.82	1 086.00
E5.4.21	Replacement of damaged or burnt-out prepayment meter single phase	1 006.54	1 092.00		1 066.93	1 227.00
E5.4.22	Replacement of damaged or burnt-out prepayment meter three phase	3 946.89	4 282.00		4 183.70	4 812.00
E5.4.23	Certificate of compliance -revisit fee	665.50	722.00		705.43	812.00

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E5.5	TEMPORARY CONNECTION & DISCONNECTIONS - BUILDING CONTRACTORS					
	Connection fees other than 3 phase					
E5.5.1	Connection fees other than 3 phase (Including disconnections)	641.58	696.00		680.07	783.00
E5.5.2	Plus all kilowatt hours consumed at no Maximum period of supply 6 months	1.12	2.00		1.19	2.00
	Connection fees - 3 phase				-	
E5.5.3	Connection fees other than 3 phase (Including disconnections)	1 258.43	1 365.00		1 333.94	1 535.00
E5.5.4	Plus all kilowatt hours consumed at no Maximum period of supply 6 months	1.12	2.00		1.19	2.00
E6	ROAD CROSSING RE-INSTATEMENTS					
E6.1	Premix surfacing per square metre	146.82	159.00		165.22	190.00
E6.2	Base (G2 crusher run)per square metre	159.40	172.00		123.48	142.00
PE	PLANNING & ECONOMIC DEVELOPMENT					
PE1	BUILDING CONTROL TARIFFS					
PE1.1	RESIDENTIAL BUILDINGS	Every application for the approval of any residential building plan in terms of these bylaws shall be accompanied by the following fees:				
PE1.1.1	For every temporary building, extension or addition to, or alteration of existing residential buildings:	434.78	500.00		460.87	530.00
PE1.1.2	For new Residential building works and the first 20m² of floor area or part thereof: A minimum of	217.39	250.00		230.43	265.00
PE1.1.3	Each additional 10 m square or part thereof up to 5000 m square metre	161.50	186.00		171.19	197.00
PE1.1.4	Each additional 10 m square or part thereof more than 5000 m square and up to 15000 m	68.17	79.00		72.25	84.00
PE1.1.5	Each additional 10 m or part thereof more than 15 000 m square metre	43.00	50.00		45.58	53.00
	Building Inspections as per approved plan :					-
PE1.1.6	: Commencement	-	-		-	-
PE1.1.7	: Foundations Excavated	173.91	200.00		184.35	212.00
PE1.1.8	: Underfloor Membrane	173.91	200.00		184.35	212.00
PE1.1.9	: Roof Trusses	173.91	200.00		184.35	212.00
PE1.1.10	: Drainage	173.91	200.00		184.35	212.00
PE1.1.11	: Completion	173.91	200.00		184.35	212.00
PE1.1.12	: Total to be paid upon submission		1 250.00			
PE1.1.13	For buildings in excess of 20m² and up to 1500m²: For every 1m² in excess of the basic 20m²		18.40			
PE1.1.14	Submission of as built building plan (charged on initial fee)	25% fee plus full tariff for additional new works				
PE1.1.15	Swimming pool	395.36	455.00		419.08	482.00
PE1.1.16	Boundary wall/fencing	395.36	455.00		419.08	482.00
PE1.1.17	Demolishing	434.78	500.00		460.87	530.00
PE1.1.18	Temporary Hoarding	260.87	300.00		276.52	318.00
PE1.1.19	Permit to store Building Material on Municipal Land	434.78	500.00		460.87	530.00
PE1.1.20	Usage of municipal land and verge to store building material per day	43.48	50.00		46.09	53.00
PE1.1.21	Disposal of building rubble per ton	243.48	280.00		258.09	297.00

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	Internal Alterations to Existing Buildings	Any form of internal alterations to existing buildings of any nature not defined as "as built " or amended plans "(i.e. plans passed and structures which have already passed occupation requirements)				
PE1.1.22	Fixed tariff: Structures up to 500 square metre	395.36	455.00		419.08	482.00
PE1.1.23	Structures up to 5000 square metre	781.28	899.00		828.15	953.00
PE1.1.24	Structures exceeding 5000 square metre	1 241.65	1 428.00		1 316.15	1 514.00
PE1.1.25	for any other plan submitted other than described above ,a fixed tariff of	520.15	599.00		551.36	635.00
PE1.1.26	for a permit for minor structures in terms of Act 103 of 1977, a fixed tariff of	257.98	297.00		273.46	315.00
PE1.2	COMMERCIAL / INDUSTRIAL BUILDINGS	Every application for the approval of any residential building plan in terms of these bylaws shall be accompanied by the following fees:				
PE1.2.1	For every temporary building, extension or addition to, or alteration of existing commercial/industrial buildings:	869.57	1 000.00		921.74	1 060.00
PE1.2.2	For new commercial/industry building works and the first 20m² of floor area or part thereof: A minimum of	434.78	500.00		460.87	530.00
	Building Inspections as per approved plan :					
PE1.2.3	: Commencement		-		0.00	0.00
PE1.2.4	: Foundations Excavated	347.83	400.00		368.70	424.00
PE1.2.5	: Underfloor Membrane	347.83	400.00		368.70	424.00
PE1.2.6	: Roof Trusses	347.83	400.00		368.70	424.00
PE1.2.7	: Drainage	347.83	400.00		368.70	424.00
PE1.2.8	: Completion	347.83	400.00		368.70	424.00
PE1.2.9	: Total to be paid upon submission	2 173.91	2 500.00		2 304.35	2 650.00
PE1.2.10	For buildings in excess of 20m² and up to 1500m²: For every 1m² in excess of the basic 20m²	30.43	35.00		32.26	38.00
PE1.1.11	Submission of as built building plan (charged on initial fee)	0.22	0.25		0.23	1.00
PE1.2.11	Swimming pool	608.70	700.00		645.22	742.00
PE1.1.12	Boundary wall/fencing	608.70	700.00		645.22	742.00
PE1.2.12	Telecommunication Tower	1 478.26	1 700.00		1 566.96	1 802.00
PE1.1.13	Demolishing	1 739.13	2 000.00		1 843.48	2 120.00
PE1.2.13	Temporary Hoarding	434.78	500.00		460.87	530.00
PE1.1.14	Permit to store Building Material on Municipal Land	695.65	800.00		737.39	848.00
PE1.2.14	Usage of municipal land and verge to store building material per day	86.96	100.00		92.17	106.00
PE1.1.15	Disposal of building rubble per ton	243.48	280.00		258.09	297.00
PE1.3	RURAL BUILDINGS	Every application for the approval of any residential building plan in terms of these bylaws shall be accompanied by the following fees:				
PE1.3.1	For new Residential building works	434.78	500.00		460.87	530.00
PE1.3.2	For new Commercial/industrial building works	869.57	1 000.00		921.74	1 060.00
PE1.4	PRODUCTION OF MAPS /BUILDING PLAN					
	OZALID COPIER					
PE1.4.1	A 1 PAPER	74.35	86.00		78.82	91.00
	HP COPIERS BLACK/WHITE PRINTS					
PE1.4.2	A 4	37.18	43.00		39.41	46.00
PE1.4.3	A 3	45.26	53.00		47.97	56.00
PE1.4.4	A2&A1	74.35	86.00		78.82	91.00
PE1.4.5	A0	111.53	129.00		118.22	136.00

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	HP COPIERS COLOUR PRINTS					
PE1.4.6	A 4	53.34	62.00		56.54	66.00
PE1.4.7	A 3	93.75	108.00		99.38	115.00
PE1.4.8	A2&A1	265.09	305.00		281.00	324.00
PE1.4.9	A0	360.46	415.00		382.09	440.00
	LAMINATE COPIES					
PE1.4.10	A2&A1	93.75	108.00		99.38	115.00
PE1.4.11	A0	130.93	151.00		138.78	160.00
	A0 SCANNER, COPIER & PRINTER					
PE1.4.12	A0 PAPER	74.35	86.00		78.82	91.00
PE1.4.13	A1 PAPER	45.26	53.00		47.97	56.00
PE1.4.14	A0 PLASTIC	160.02	185.00		169.63	196.00
PE1.4.15	A1 PLASTIC	93.75	108.00		99.38	115.00
	ENGINEERING INSPECTIONS AND APPLICATIONS					
PE1.4.16	P.T.O. Applications	457.23	526.00		484.66	558.00
PE1.4.17	Sewer Applications	257.98	297.00		273.46	315.00
PE1.4.18	Encroachments(per side)	233.86	269.00		247.89	286.00
PE1.4.19	Site visit for boundaries line (per peg)	233.86	269.00		247.89	286.00
PE2	BUSSINESS LICENCE TARIFFS					
PE2.1	SALE AND SUPPLY OF PERISHABLE FOODSTUFFS - LICENCES AND RENEWALS					
PE2.1.1	Restaurants, takeaways, Spaza shops, tuck shops, any food outlet	198.26	228.00		210.16	242.00
PE2.1.2	Vending food	198.26	228.00		210.16	242.00
PE2.1.3	Issuing of duplicate licence	198.26	228.00		210.16	242.00
PE2.1.4	Administration fee and inspections	130.43	150.00		138.26	159.00
PE2.2	PROVISION OF HEALTHY FACILITIES FOR ENTERTAINMENT AS PER ITEM 2D – LICENCE & RENEWALS					
PE2.2.1	Night club and massage parlours	198.26	228.00		210.16	242.00
PE2.2.2	Escort agencies, adult premises	198.26	228.00		210.16	242.00
PE2.2.3	Gambling, Slot Machine	198.26	228.00		210.16	242.00
PE2.2.4	Snooker or billiard tables	198.26	228.00		210.16	242.00
PE2.2.5	Cinema/theatre, Films, games, publication classified as " X18"	198.26	228.00		210.16	242.00
PE2.2.6	Entertainment	198.26	228.00		210.16	242.00
PE2.2.7	Administration fee and inspections	130.43	150.00		138.26	159.00

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PE2.3	ACCOMMODATION LICENCES AND RENEWALS					
PE2.3.1	Bread & breakfast	198.26	228.00		210.16	242.00
PE2.3.2	lodges	198.26	228.00		210.16	242.00
PE2.3.3	Guesthouses	198.26	228.00		210.16	242.00
PE2.3.4	Hotels	198.26	228.00		210.16	242.00
PE2.3.5	Administration fee and inspections	130.43	150.00		138.26	159.00
PE2.4	PERMITS					
PE2.4.1	Hawker permits and renewal	86.96	100.00		92.17	106.00
PE2.4.2	Administration fee and photo card	21.74	25.00		23.04	27.00
PE3	TOWN PLANNING APPLICATION FEES AND TARIFFS					
ALL APPROVALS OF APPLICATIONS FOR SERVICES LISTED BELOW SHALL BE SUBJECT TO THE APPLICANT OBTAINING A CLEARANCE CERTIFICATE TO THE EFFECT THAT THE ABAQULUSI MUNICIPAL ACCOUNTS IN THE NAME OF THE APPLICANT/OWNER ARE NOT IN ARREARS						
PE3.1	PUBLIC NOTICES					
PE3.1.1	Notices in the legal section	2 880.76	3 313.00		3 053.61	3 512.00
PE3.1.2	Notices in the body of the paper	7 204.52	8 286.00		7 636.79	8 783.00
PE3.2	TOWN PLANNING (A)					
PE3.2.1	uMlalazi Town Planning Scheme Documents	200.00	230.00		212.00	244.00
PE3.2.2	Zoning Certificates	63.97	65.00		67.81	78.00
	GIS Copies					
PE3.2.3	(1) Search Fee, per document	47.83	55.00		50.70	59.00
PE3.2.4	(2) Issuing of SG Diagram	43.48	50.00		46.09	53.00
	(3) Aerial Maps					0.00
PE3.2.5	(i) A4 copy	43.48	50.00		46.09	53.00
PE3.2.6	(ii) A3 copy	65.22	75.00		69.13	80.00
PE3.2.7	(iii) A2 copy	86.96	100.00		92.17	106.00
PE3.2.8	(iv) A1 copy	108.70	125.00		115.22	133.00
PE3.2.9	(v) A0 copy	130.43	150.00		138.26	159.00
	(4) Zoning and Land Use Maps					
PE3.2.10	(i) A4 copy	43.48	50.00		46.09	53.00
PE3.2.11	(ii) A3 copy	65.22	75.00		69.13	80.00
PE3.2.12	(iii) A2 copy	86.96	100.00		92.17	106.00
PE3.2.13	(iv) A1 copy	108.70	125.00		115.22	133.00
PE3.2.14	(v) A0 copy	130.43	150.00		138.26	159.00

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	(5) Cadastral and General Layout Maps (Black and White)					
PE3.2.15	(i) A4 copy	34.78	40.00		36.87	43.00
PE3.2.16	(ii) A3 copy	41.74	48.00		44.24	51.00
PE3.2.17	(iii) A2 copy	69.57	80.00		73.74	85.00
PE3.2.18	(iv) A1 copy	86.96	100.00		92.17	106.00
PE3.2.19	(v) A0 copy	104.35	120.00		110.61	128.00
PE3.2.20	(vi) Digital Copy	43.48	50.00		46.09	53.00
PE3.3	TOWN PLANNING (B)					
	DEVELOPMENT APPLICATIONS					
PR3.3.1	(i) Development application pre-assessment fee to be charged to the applicant or agent acting on behalf of the applicants					
PE3.3.2	(ii) Re-submission of development application after lodging pre-submission: fee to be charged to the applicant or agent acting on behalf of the applicant					
	TOWNSHIP ESTABLISHMENT					
	(1) Subdivision, Consolidation and township approval					
PE3.3.3	(i) Subdivision of land: 2-5 portions	1 739.13	2 000.00		1 843.48	2 120.00
PE3.3.4	(ii) Subdivision of land: 6-10 portions	2 608.70	3 000.00		2 765.22	3 180.00
PE3.3.5	(iii) Subdivision of land: 11- 15 portions	3 478.26	4 000.00		3 686.96	4 240.00
PE3.3.6	(iv) Subdivision of land: greater than 15 portions	4 347.83	5 000.00		4 608.70	5 300.00
PE3.3.7	(v) Plus charge per extra subdivision created in addition to basic fee	434.78	500.00		460.87	530.00
PE3.3.8	(vi) Consolidation of land	1 739.13	2 000.00		1 843.48	2 120.00
PE3.3.9	(vii) Plus charge per extra consolidation in addition to basic fee	173.91	200.00		184.35	212.00
PE3.3.10	(viii) Amendment to an existing subdivision before approval of layout plan by SG	869.57	1 000.00		921.74	1 060.00
	(2) Amendment, phasing, cancellation of approved layout plan					
PE3.3.11	(i) Amendment to an existing subdivision	1 437.76	1 654.00		1 524.02	1 753.00
PE3.3.12	Amendments of subdivision in process	295.84	341.00		313.59	361.00
PE3.3.13	Application for registration of right of way servitudes/long term lease. Administration fee (note this excludes legal fees)	286.29	330.00		303.47	349.00
PE3.3.14	(ii) Plus charge per extra subdivision created	142.62	165.00		151.18	174.00
PE3.3.15	(iii) Cancellation or phasing of approved layout plans	2 159.26	2 484.00		2 288.82	2 633.00
PE3.3.16	(3) Advertising fee – local newspaper					As per quotation
PE3.3.17	(4) Development Charge (Urban Areas)					As per quotation

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PE3.4	SCHEMES						
	(1) Addition of a new scheme area, amendment of scheme area or replacement of scheme (per application)						
PR3.4.1	(i) Under half a ha	2 608.70	3 000.00		2 765.22	3 180.00	
PE3.4.2	(ii) Half a Ha but under 1 ha	3 217.39	3 700.00		3 410.43	3 922.00	
PR3.4.2	(iii) 1 ha but less than 5 ha	3 913.04	4 500.00		4 147.83	4 770.00	
PE3.4.3	(iv) 5 ha but less than 10 ha	5 217.39	6 000.00		5 530.43	6 360.00	
PR3.4.3	(v) 10 ha and greater	6 695.65	7 700.00		7 097.39	8 162.00	
	(2) Rezoning						
PE3.4.4	(i) Under half a ha	2 880.76	3 313.00		3 053.61	3 512.00	
PE3.4.5	(ii) Half a ha but under 1 ha	3 217.39	3 700.00		3 410.43	3 922.00	
PE3.4.6	(iii) 1 ha but under 5 ha	3 601.21	4 142.00		3 817.29	4 390.00	
PE3.4.7	(iv) 5 ha but less than 10 ha	5 239.27	6 026.00		5 553.63	6 387.00	
PE3.4.8	(v) 10 ha and greater	7 204.52	8 286.00		7 636.79	8 783.00	
	(3) Consent Applications						
PE3.4.9	Application for relaxation of building line and /or side and rear spaces in terms of town planning clauses (per application)	916.56	1 055.00		971.55	1 118.00	
PE3.4.10	(i) Special Consent	1 304.35	1 500.00		1 382.61	1 590.00	
PE3.4.11	(ii) Relaxation consent (building line and height)	718.35	827.00		761.46	876.00	
PE3.4.12	(iii) Home Business (Maximum of 20% of dwelling)	1 437.76	1 654.00		1 524.02	1 753.00	
PE3.4.13	(iv) Granny Flat (Ancillary Unit)	869.57	1 000.00		921.74	1 060.00	
PE3.4.14	(4) Advertising fee – local newspaper					As per quotation	
PE3.4.15	(5) Development Charge					As per quotation	
	Administration of DFA Applications:						
PE3.4.16	Less than one ha	848.00	976.00		898.88	1 034.00	
PE3.4.17	1 hectare and over but less than 5 hectares	1 060.00	1 219.00		1 123.60	1 293.00	
PE3.4.18	5 hectares and over but less 10 hectares	1 590.00	1 829.00		1 685.40	1 939.00	
PE3.4.19	10 hectares and over	2 120.00	2 438.00		2 247.20	2 585.00	
	DEVELOPMENT OF LAND SITUATED OUTSIDE THE SCHEME						
	(1) Development for Commercial						
PE3.4.20	(i) Under half a ha	4 322.71	4 972.00		4 582.08	5 270.00	
PE3.4.21	(ii) Half a ha but under 1 ha	4 347.83	5 000.00		4 608.70	5 300.00	
PE3.4.22	(iii) 1 ha but less than 5 ha	5 217.39	6 000.00		5 530.43	6 360.00	
PE3.4.23	(iv) 5 ha but less than 10 ha	6 550.14	7 533.00		6 943.15	7 985.00	
PE3.4.24	(v) 10 ha and greater	10 087.38	11 601.00		10 692.62	12 297.00	

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	(2) Development for Residential						
PE3.4.25	(i) 1 – 5 units	1 304.35	1 500.00		1 382.61	1 590.00	
PE3.4.26	(ii) 6 – 20 units	1 739.13	2 000.00		1 843.48	2 120.00	
PE3.4.27	(iii) 21 – 30 units	2 608.70	3 000.00		2 765.22	3 180.00	
PE3.4.28	(iv) Greater than 30 units	3 478.26	4 000.00		3 686.96	4 240.00	
	(3) Development for Non-Residential						
PE3.4.27	(i) Tuck-shop	434.78	500.00		460.87	530.00	
PE3.4.28	(ii) Crèche	434.78	500.00		460.87	530.00	
PE3.4.29	(iii) Workshop	434.78	500.00		460.87	530.00	
PE3.4.30	(iv) Tavern	869.57	1 000.00		921.74	1 060.00	
PE3.4.31	(4) Advertising fee – local newspaper					As per quotation	
PE3.4.32	(5) Development Charge					As per technical services or KCDM	
PE3.5	ALTERATION, SUSPENSION AND DELETION OF RESTRICTIONS RELATING TO LAND						
PE3.5.1	(i) Alterations, suspensions and removal of restrictive title conditions	1 437.76	1 654.00		1 524.02	1 753.00	
PE3.5.2	(ii) Alterations, suspension and deletion of condition of approval	1 391.30	1 600.00		1 474.78	1 696.00	
PE3.6	PERMANENT CLOSURE OF PUBLIC PLACES						
PE3.6.1	(i) Permanent Closure of Roads	869.57	1 000.00		921.74	1 060.00	
PE3.6.2	(ii) Permanent Closure of Open Spaces	869.57	1 000.00		921.74	1 060.00	
PE3.6.3	Closure of Public Street / Open spaces - Administration Fee	338.73	390.00		359.05	413.00	
PE3.7	AUTHORISATION OF AN UNLAWFUL ACTIVITY WHERE THE ACTIVITY RESULTS IN A LAND USE OR LAND DEVELOPMENT APPLICATION						
PE3.7.1	(i) Penalty Fee	1 739.13	2 000.00		1 843.48	2 120.00	
PE3.7.2	(ii) Under half ha	2 608.70	3 000.00		2 765.22	3 180.00	
PE3.7.3	(iii) Half a ha but less than 1 ha	3 478.26	4 000.00		3 686.96	4 240.00	
PE3.7.4	(iv) 1 ha but less than 5 ha	4 347.83	5 000.00		4 608.70	5 300.00	
PE3.7.5	(v) 5 ha but less than 10 ha	5 217.39	6 000.00		5 530.43	6 360.00	
PE3.7.6	(vi) 10 ha and greater	6 086.96	7 000.00		6 452.17	7 420.00	
PE3.8	PENALTIES FOR NON-COMPLIANCE OF LEGISLATION AND BY-LAWS OF UMLALAZI MUNICIPALITY						
PE3.8.1	(i) Spot Fine - unlawful land use development and building activities	1 739.13	2 000.00		1 843.48	2 120.00	
PE3.8.2	(ii) Daily rate for transgression of unlawful land use development and building activities	434.78	500.00		460.87	530.00	

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PE3.9	ACCESS TO INFORMATION					
PE3.9.1	(i) Printing/Copying, per page	5.22	6.00		5.53	7.00
PE3.10	LODGING OF APPEALS	2 608.70	3 000.00		2 765.22	3 180.00
PE4	OUTDOOR ADVERTISING SIGN TARIFFS	All applications shall be in accordance with the uMlalazi Local Municipality's Outdoor Advertising Policy and By-laws				
PE4.1	TEMPORAL ADVERTISING SIGNS					
	(i) In respect of general advertisements of a commercial nature (events):					
PE4.1.1	(bb) Up to 100 posters, or part thereof per month for A4	173.91	200.00		184.35	212.00
PE4.1.2	(cc) Each A4 poster thereafter, an addition	1.74	2.00		1.84	3.00
PE4.1.3	(dd) Up to 100 posters, or part thereof per month for A3	347.83	400.00		368.70	424.00
PE4.1.4	(ee) Each A3 poster thereafter, an addition	3.48	4.00		3.69	5.00
PE4.1.5	(ff) Up to 100 posters, or part thereof per month for A2	521.74	600.00		553.04	636.00
PE4.1.6	(gg) Each A2 poster thereafter, an addition	5.22	6.00		5.53	7.00
PE4.1.7	(hh) Up to 100 posters, or part thereof per month for A1	695.65	800.00		737.39	848.00
PE4.1.8	(ii) Each A1 poster thereafter, an addition	6.96	8.00		7.37	9.00
PE4.1.9	(jj) Up to 100 posters, or part thereof per month for A0	869.57	1 000.00		921.74	1 060.00
PE4.1.10	(kk) Each A0 poster thereafter, an addition	8.70	10.00		9.22	11.00
PE4.1.11	(mm) Stickers for each poster	0.87	1.00		0.92	2.00
	(ii) In respect of general advertisements for awareness campaigns with commercial content logo:					
PE4.1.12	(bb) Up to 100 posters, or part thereof per month for A4	86.96	100.00		92.17	106.00
PE4.1.13	(cc) Each A4 poster thereafter, an addition	0.87	1.00		0.92	2.00
PE4.1.14	(dd) Up to 100 posters, or part thereof per month for A3	173.91	200.00		184.35	212.00
PE4.1.15	(ee) Each A3 poster thereafter, an addition	17.39	20.00		18.43	22.00
PE4.1.16	(ff) Up to 100 posters, or part thereof per month for A2	260.87	300.00		276.52	318.00
PE4.1.17	(gg) Each A2 poster thereafter, an addition	2.61	3.00		2.77	4.00
PE4.1.18	(hh) Up to 100 posters, or part thereof per month for A1	347.83	400.00		368.70	424.00
PE4.1.19	(ii) Each A1 poster thereafter, an addition	3.48	4.00		3.69	5.00
PE4.1.20	(jj) Up to 100 posters, or part thereof per month for A0	434.78	500.00		460.87	530.00
PE4.1.21	(kk) Each A0 poster thereafter, an addition	4.35	5.00		4.61	6.00
PE4.1.22	(mm) Stickers for each poster	0.87	1.00		0.92	2.00

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	<i>(iii) In respect of general advertment for non-profit organisations (subject to submission of a NPO Certificate from the relevant authority- eg government)</i>					
PE4.1.23	(bb) Up to 100 posters, or part thereof per month for A4	43.48	50.00		46.09	53.00
PE4.1.24	(cc) Each A4 poster thereafter, an addition	0.43	0.50		0.46	1.00
PE4.1.25	(dd) Up to 100 posters, or part thereof per month for A3	86.96	100.00		92.17	106.00
PE4.1.26	(ee) Each A3 poster thereafter, an addition	0.87	1.00		0.92	2.00
PE4.1.27	(ff) Up to 100 posters, or part thereof per month for A2	130.43	150.00		138.26	159.00
PE4.1.28	(gg) Each A2 poster thereafter, an addition	1.30	1.50		1.38	2.00
PE4.1.29	(hh) Up to 100 posters, or part thereof per month for A1	173.91	200.00		184.35	212.00
PE4.1.30	(ii) Each A1 poster thereafter, an addition	1.74	2.00		1.84	3.00
PE4.1.31	(jj) Up to 100 posters, or part thereof per month for A0	217.39	250.00		230.43	265.00
PE4.1.32	(kk) Each A0 poster thereafter, an addition	2.17	2.50		2.30	3.00
PE4.1.33	(mm) Stickers for each poster	0.87	1.00		0.92	2.00
	<i>(iv) In respect of Election Advertisements (per announced election period)</i>					
PE4.1.34	(a) Political		Exempted			
PE4.1.35	(v) Banners:					
PE4.1.36	(bb) Per Banner per month	130.43	150.00		138.26	159.00
PE4.1.37	(dd) Sticker for each banner	8.70	10.00		9.22	11.00
PE4.1.38	Removal of posters/banners, should Council be required to remove any poster 7 days after the Event (per poster/banner)	86.96	100.00		92.17	106.00
	<i>(b) Aerial Advertisements</i>					
PE4.1.39	(i) Application Fee	434.78	500.00		460.87	530.00
PE4.1.40	(ii) Monthly display fee per sign	695.65	800.00		737.39	848.00
	<i>(c) Building/Wall Attachement Signs</i>					
PE4.1.41	(i) Application Fee	260.87	300.00		276.52	318.00
PE4.1.42	(ii) Monthly display fee per sign < m²	130.43	150.00		138.26	159.00
PE4.1.43	(iii) Monthly display fee per sign per m²	304.35	350.00		322.61	371.00
	<i>(d) Electric and Illuminated Signs (One side)</i>					
PE4.1.44	(i) Application Fee	434.78	500.00		460.87	530.00
PE4.1.45	(ii) Monthly display fee per sign < m²	173.91	200.00		184.35	212.00
PE4.1.46	(iii) Monthly display fee per sign per m²	391.30	450.00		414.78	477.00

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	(e) Ground Signs(excluding billboards) (One Side)					
PE4.1.47	(i) Application Fee	1 043.48	1 200.00		1 106.09	1 272.00
PE4.1.48	(ii) Monthly display fee per sign < m²	173.91	200.00		184.35	212.00
PE4.1.49	(iii) Monthly display fee per sign per m²	304.35	350.00		322.61	371.00
PE4.1.50	Removal of Ground Sign, should Council be required to remove any Sign 7 days after the Expiry Date (Per Sign)	260.87	300.00		276.52	318.00
	(f) Projecting Sign					
PE4.1.51	(i) Application Fee	434.78	500.00		460.87	530.00
PE4.1.52	(ii) Monthly display fee per sign < m²	130.43	150.00		138.26	159.00
PE4.1.53	(iii) Monthly display fee per sign per m²	173.91	200.00		184.35	212.00
	(g) Estate Agents Temporary Boards					
PE4.1.54	(ii) Monthly display fee per sign < m²	173.91	200.00		184.35	212.00
PE4.1.55	(iii) Monthly display fee per sign per per m²	260.87	300.00		276.52	318.00
	(h) Portable Boards					
PE4.1.56	(i) Application Fee	260.87	300.00		276.52	318.00
PE4.1.57	(ii) Monthly display fee per sign	173.91	200.00		184.35	212.00
	(i) Veranda/Under Canopy Signs					
PE4.1.58	(i) Application Fee	434.78	500.00		460.87	530.00
PE4.1.59	(ii) Monthly display fee per sign	104.35	120.00		110.61	128.00
	(j) Fascia Signs					
PE4.1.60	(i) Application Fee	434.78	500.00		460.87	530.00
PE4.1.61	(ii) Monthly display fee per sign < m²	104.35	120.00		110.61	128.00
PE4.1.62	(iii) Monthly display fee per sign per per m²	139.13	160.00		147.48	170.00
	(k) Street Furniture Signs					
PE4.1.63	(i) Application Fee	434.78	500.00		460.87	530.00
PE4.1.64	(ii) Monthly display fee per sign	173.91	200.00		184.35	212.00
	(l) Street light/ Street Pole Signs etc					
PE4.1.65	(i) Application Fee	869.57	1 000.00		921.74	1 060.00
PE4.1.66	(ii) Monthly display fee per sign	217.39	250.00		230.43	265.00
	(m) Ad-lites Signs					
PE4.1.67	(i) Application Fee	2 173.91	2 500.00		2 304.35	2 650.00
PE4.1.68	(iii) Monthly display fee per Ad-lite	347.83	400.00		368.70	424.00

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	(n) Billboards / Digital Billboards (On Council Property) (One Side)					
PE1.1.69	(i) Application Fee	2 173.91	2 500.00		2 304.35	2 650.00
PE4.1.70	(ii) Monthly display fee per m ²	30.43	35.00		32.26	38.00
	(o) Billboards / Digital Billboards (On Private Property) (One Side)					
PE4.1.71	(i) Application Fee	2 173.91	2 500.00		2 304.35	2 650.00
PE4.1.72	(ii) Monthly display fee per m ²	26.09	30.00		27.65	32.00
	(p) Headline Poster					
PE4.1.73	(i) Application Fee	434.78	500.00		460.87	530.00
PE4.1.74	(iii) Monthly display fee per sign	30.43	35.00		32.26	38.00
	(q) Roof Signs					
PE4.1.75	(i) Application Fee	260.87	300.00		276.52	318.00
PE4.1.76	(ii) Monthly display fee per sign < m ²	130.43	150.00		138.26	159.00
PE4.1.77	(iii) Monthly display fee per sign per m ²	304.35	350.00		322.61	371.00
	(r) Penalties					
PE4.1.78	(i) For the erection of posters without approval, per week	869.57	1 000.00		921.74	1 060.00
PE4.1.79	(ii) For the erection of any sign without approval, per week	1 304.35	1 500.00		1 382.61	1 590.00
PE4.1.80	(iii) For the erection of any billboard without approval, per week	2 608.70	3 000.00		2 765.22	3 180.00

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PE5	ADVERTISEMENTS					
PE5.1	<i>Displaying of advertisements</i>	General advertisement of events, meetings, Billboards, direction signage and any other signage determined by the council may be subjects to the services of an Advertisement				
PE5.1.1	Consultant Company. Application fee for all Advertising	129.04	149.00		136.79	158.00
PE5.2	<i>Posters and Flags (per poster or flags per month)</i>					
PE5.2.1	General	22.47	26.00		23.82	28.00
PE5.2.2	Welfare Organisation	4.61	6.00		4.89	6.00
PE5.2.3	Political(per announced election period)	4.61	6.00		4.89	6.00
PE5.2.4	Per banner per month	156.70	181.00		166.10	192.00
PE5.2.5	Billboards -per Bill Board annual charge irrespective if display period is less than one year	23 043.48	26 500.00		24 426.09	28 090.00
PE5.3	Deposit of 50% of quantities display-such deposit shall be retained by Council to cover costs incurred if advert are not removed within the determined time period as stipulated in the Advertising by-laws.					
PE5.4	HANDBILLS					
PE5.4.1	For the permission to distribute handbills within the Municipality ,Per month	755.83	870.00		801.18	922.00
PE5.4.2	For the permission to distribute handbills within the Municipality ,Per year	9 069.91	10 431.00		9 614.11	11 057.00
PE6	ENCROACHMENT- SIGNS					
PE6.1	<i>Street Encroachment - the charges for the street encroachment shall be payable annually in advance per sign as follows</i>					
PE6.1.1	Veranda posts, each	431.01	496.00		456.87	526.00
PE6.1.2	Verandah, ground floor, per m or part thereof and including cantilevers overhanging the pavement or footpaths ,per m or part thereof	30.41	35.00		32.24	38.00
PE6.1.3	Sign boards on, or overhanging the footpaths or pavement, each	654.38	753.00		693.65	798.00
PE6.1.4	Building Rubble, sand and the like left on the pavement per day or part thereof	156.26	180.00		165.63	191.00
PE6.1.5	Display of signs for hotels, boarding houses, guest houses and bed and breakfast (maximum 4 signs per establishment) per annum	588.32	677.00		623.62	718.00
PE6.1.6	Any other signage excluded from 5.5, per sign per month	260.08	300.00		275.68	318.00

uMlalazi Local Municipality - Schedule of Tariffs 2020/2021



INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS	PUBLIC SAFETY & COMMUNITY SERVICES					
PS1	WASTE MANAGEMENT - REFUSE REMOVAL					
PS1.1	ESHOWE					
	<i>Domestic</i>					
PS1.1.1	Domestic (removal service one day per week) Per refuse receptacle, per month	158.45	182.22		167.95	193.15
	<i>Properties Occupied by tenants</i>	Refuse charges to based on a number of tenants (per property)				
	<i>Removal of refuse from business and other premises</i>					
PS1.1.2	Per refuse receptacle for a service of at least one day per week per month	241.68	277.93		256.18	294.60
PS1.1.3	Per refuse receptacle for a six days per week clearance ,per month	610.19	701.72		646.80	743.82
	<i>King Dinuzulu Users</i>					
PS1.1.4	Residential	158.45	182.22		167.95	193.15
PS1.1.5	Business	241.68	277.93		256.18	294.60
	<i>Mass Container removal service</i>					
PS1.1.6	Per container ,per month	5 101.89	5 867.18		5 408.01	6 219.21
	<i>Mass Container removal service per container where the consumer supplies</i>					
PS1.1.7	The container for 12 months	903.77	1 039.33		957.99	1 101.69
PS1.1.8	Thereafter per month	5 101.89	5 867.18		5 408.01	6 219.21
PS1.1.9	2 Mass containers + 4 Receptacle	12 051.20	13 858.87		12 774.27	14 690.41
	<i>Schools</i>					
PS1.1.10	Removal service one day per week	244.38	281.03		259.04	297.90
PS1.1.11	Per refuse receptacle for a six days per week clearance ,per month at schools	610.19	701.72		646.80	743.82
	<i>Other Services</i>					
PS1.1.12	Hire of garden refuse container 'skip' for 2 day period	411.30	472.99		435.98	501.37
PS1.1.13	Removal of builders' rubble from properties per load of 2,3m or part hereof	860.39	989.45		912.01	1 048.82
PS1.1.14	Per polythene plastic bags	4.45	5.11		4.71	5.42
PS1.1.15	One bag of polythene black plastic bags(20 bags)	50.02	57.53		53.02	60.98
	<i>Making use of transfer station</i>					
PS1.1.16	Businesses(including garden service) per ton	244.56	281.24		259.23	298.11
PS1.1.17	Builders rubble per ton	244.56	281.24		259.23	298.11
PS1.1.18	Lot Clearing per lot	1 590.00	1 828.50		1 685.40	1 938.21

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS1.2	MTUNZINI					
	<i>Removal of household ,domestic or business refuse from all properties /for 1 removal per week, per month or part thereof</i>					
PS1.2.1	Domestic including clubs	158.45	182.22		167.95	193.15
PS1.2.2	Hotels and supermarkets	989.76	1 138.22		1 049.14	1 206.52
PS1.2.3	Other food handling businesses	610.19	701.72		646.80	743.82
PS1.2.4	Non -food handling businesses	241.68	277.93		256.18	294.60
PS1.2.5	schools	244.37	281.02		259.03	297.88
PS1.2.6	Caravan parks for every 10 sites or part thereof	166.48	191.46		176.47	202.94
PS1.2.7	For every additional removal per load or part hereof	241.68	277.93		256.18	294.60
PS1.2.8	General Residential II sites per unit	166.48	191.46		176.47	202.94
PS1.2.9	Prawn farm	241.68	277.93		256.18	294.60
PS1.2.10	Use of refuse dump by instances outside municipal area, per month or part thereof	1 821.85	2 095.13		1 931.16	2 220.83
PS1.2.11	Removal of refuse other than household or domestic per load thereof	243.44	279.96		258.05	296.76
PS1.2.12	Removing of building rubble, per load thereof	859.28	988.17		910.84	1 047.46
PS1.2.13	Removal of Garden refuse per black bag	31.13	35.79		32.99	37.94
	Making use of transfer station					
PS1.2.14	Businesses(including garden services)	247.89	285.07		262.76	302.18
PS1.2.14	Builders rubble	247.89	285.07		262.76	302.18
PS1.2.15	Plot Clearing per lot	1 590.00	1 828.50		1 685.40	1 938.21
PS1.3	GINGINDLOVU					
PS1.3.1	Commercial per month	241.68	277.93		256.18	294.60
PS1.3.2	Commercial (bulk) per month	186.25	214.19		197.43	227.04
PS1.3.3	Mass Container removal service	12 051.19	13 858.87		12 774.26	14 690.40
PS1.3.4	Residential Per month	158.45	182.22		167.95	193.15
PS1.3.5	Garden Refuse per black bag or part thereof	31.13	35.79		32.99	37.94
PS1.3.6	Rubble Removal per load or part thereof	859.28	988.17		910.84	1 047.46
PS1.3.7	Lot Clearing per lot	1 590.00	1 828.50		1 685.40	1 938.21

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS2	COMMUNITY HALLS AND SPORTS FACILITIES					
PS2.1	HIRE FEE FOR COMMUNITY HALLS (Eshowe, Mtunzini, Gingindlovu)					
PS2.1.1	General functions including concerts,dances,exhibitions ,tournaments and other functions that derives a financial benefit	2 212.17	2 696.64		2 344.90	2 697.00
PS2.1.2	Weddings	2 765.22	3 370.80		2 931.13	3 371.00
PS2.1.3	Religious Services	230.43	280.90		244.26	281.00
PS2.1.4	Funeral Services	230.43	280.90		244.26	281.00
PS2.1.5	Non-Profit Organisations (including local schools) for meetings, events, fundraisers, graduations	230.43	280.90		244.26	281.00
PS2.1.6	Government Departments	460.87	561.80		488.52	562.00
PS2.1.7	Trainings for private business	921.74	1 123.60		977.04	1 124.00
PS2.1.8	Public Meetings	230.43	280.90		244.26	281.00
PS2.1.9	Hire of community Halls facilities by non residential for any purposes	3 226.09	3 932.60		3 419.66	3 933.00
PS2.1.10	Political Meetings	230.43	280.90		244.26	281.00
PS2.1.11	Hire of Premier conference Centre	1 106.09	1 348.32		1 172.46	1 349.00
PS2.1.12	For any other purpose approved by the Council per day	1 290.43	1 573.04		1 367.86	1 574.00
PS2.2	DEPOSIT FEE FOR COMMUNITY HALLS (Eshowe, Mtunzini, Gingindlovu)					
PS2.2.1	General functions including concerts,dances,exhibitions ,tournaments and other functions that derives a financial benefit	2 765.22	3 370.80		2 931.13	3 371.00
PS2.2.2	Weddings	4 608.70	5 618.00		4 885.22	5 619.00
PS2.2.3	Religious Services	230.43	280.90		244.26	281.00
PS2.2.4	Funeral Services	230.43	280.90		244.26	281.00
PS2.2.5	Non-Profit Organisations (including local schools) for meetings, events, fundraisers, graduations	230.43	280.90		244.26	281.00
PS2.2.6	Government Departments	460.87	561.80		488.52	562.00
PS2.2.7	Trainings for private business	921.74	1 123.60		977.04	1 124.00
PS2.2.8	Public Meetings	230.43	280.90		244.26	281.00
PS2.2.9	Hire of community Halls facilities by non residential for any purposes	3 226.09	3 932.60		3 419.66	3 933.00
PS2.2.10	Political Meetings	230.43	280.90		244.26	281.00
PS2.2.11	Hire of Premier conference Centre	1 106.09	1 348.32		1 172.46	1 349.00
PS2.2.12	For any other purpose approved by the Council per day	1 290.43	1 573.04		1 367.86	1 574.00

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS2.3	HIRE FEE FOR COMMUNITY HALLS (Mpshini Park, Sunnydale, King dinuzulu, Norwood Park)(NEW SECTION)					
PS2.3.1	General functions including concerts,dances,exhibitions ,tournaments and other functions that derives a financial benefit	921.74	1 123.60		977.04	1 124.00
PS2.3.2	Weddings	2 304.35	2 809.00		2 442.61	2 810.00
PS2.3.3	Religious Services	230.43	280.90		244.26	281.00
PS2.3.4	Funeral Services	230.43	280.90		244.26	281.00
PS2.3.5	Non-Profit Organisations (including local schools) for meetings, events, fundraisers, graduations	230.43	280.90		244.26	281.00
PS2.3.6	Government Departments	460.87	561.80		488.52	562.00
PS2.3.7	Trainings for private business	460.87	561.80		488.52	562.00
PS2.3.8	Public Meetings	230.43	280.90		244.26	281.00
PS2.3.9	Hire of community Halls facilities by non residential for any purposes	3 226.09	3 932.60		3 419.66	3 933.00
PS2.3.10	Political Meetings	230.43	280.90		244.26	281.00
PS2.3.11	For any other purpose approved by the Council per day	921.74	1 123.60		977.04	1 124.00
PS2.4	DEPOSIT FEE FOR COMMUNITY HALLS (Mpshini Park, Sunnydale, King dinuzulu, Norwood Park)(NEW SECTION)					
PS2.4.1	General functions including concerts,dances,exhibitions ,tournaments and other functions that derives a financial benefit	1 843.48	2 247.20		1 954.09	2 248.00
PS2.4.2	Weddings	2 949.57	3 595.52		3 126.54	3 596.00
PS2.4.3	Religious Services	230.43	280.90		244.26	281.00
PS2.4.4	Funeral Services	230.43	280.90		244.26	281.00
PS2.4.5	Non-Profit Organisations (including local schools) for meetings, events, fundraisers, graduations	230.43	280.90		244.26	281.00
PS2.4.6	Government Departments	460.87	561.80		488.52	562.00
PS2.4.7	Trainings for private business	460.87	561.80		488.52	562.00
PS2.4.8	Public Meetings	230.43	280.90		244.26	281.00
PS2.4.9	Hire of community Halls facilities by non residential for any purposes	3 226.09	3 932.60		3 419.66	3 933.00
PS2.4.10	Political Meetings	230.43	280.90		244.26	281.00
PS2.4.11	For any other purpose approved by the Council per day	921.74	1 123.60		977.04	1 124.00
PS 2.5	HIRE FEE FOR COMMUNITY HALLS (RURAL AREAS)					
PS2.5.1	General functions including concerts,dances,exhibitions ,tournaments and other functions that derives a financial benefit				391.30	450.00
PS2.5.2	Weddings				869.57	1 000.00
PS2.5.3	Religious Services				130.43	150.00
PS2.5.4	Funeral Services				130.43	150.00
PS2.5.5	Non-Profit Organisations (including local schools) for meetings, events, fundraisers, graduations				130.43	150.00
PS2.5.6	Government Departments				-	-
PS2.5.6	Trainings for private business				260.87	300.00
PS2.5.7	Public Meetings				-	-
PS2.5.8	Hire of community Halls facilities by non residential for any purposes				1 304.35	1 500.00
PS2.5.9	Political Meetings				130.43	150.00

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021



INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS2.5.10	For any other purpose approved by the Council per day				391.30	450.00
PS 2.6	DEPOSIT FEE FOR COMMUNITY HALLS (RURAL AREAS)					
PS2.6.1	General functions including concerts,dances,exhibitions ,tournaments and other functions that derives a financial benefit					1 000.00
PS2.6.2	Weddings					2 000.00
PS2.6.3	Religious Services					150.00
PS2.6.4	Funeral Services					150.00
PS2.6.5	Non-Profit Organisations (including local schools) for meetings, events, fundraisers, graduations					150.00
PS2.6.6	Government Departments					-
PS2.6.6	Trainings for private business					300.00
PS2.6.7	Public Meetings					-
PS2.6.8	Hire of community Halls facilities by non residential for any purposes					2 500.00
PS2.6.9	Political Meetings					150.00
PS2.6.10	For any other purpose approved by the Council per day					450.00
PS3	CEMETERY TARIFFS					
PS3.1	Tariffs for Residents					
PS3.1.1	Burial for stillborn/infant	867.27	997.36		919.31	1 058.00
PS3.1.2	Burial for person under the age of 12 years	1 004.65	1 155.35		1 064.93	1 225.00
PS3.1.3	Burial for person over the age of 12 years	1 308.77	1 505.08		1 387.30	1 596.00
PS3.1.4	Burial Double deep	2 227.42	2 561.54		2 361.07	2 716.00
PS3.1.5	Burial Casket	2 227.42	2 561.54		2 361.07	2 716.00
PS3.1.6	Double grave	2 619.64	3 012.58		2 776.81	3 194.00
PS3.1.7	Niche-Wall of Remembrance	433.11	498.08		459.10	528.00
PS3.1.8	Reservation of a grave (NEW)-Annual Tariff	265.00	304.75		280.90	324.00
PS3.2	Tariffs for Non Residents					
PS3.2.1	Burial for stillborn/infant	2 029.22	2 333.60		2 150.97	2 474.00
PS3.2.2	Burial for person under the age of 12 years	3 016.04	3 468.45		3 197.00	3 677.00
PS3.2.3	Burial for person over the age of 12 years	5 637.78	6 483.44		5 976.04	6 873.00
PS3.2.4	Double grave	8 518.54	9 796.32		9 029.65	10 385.00
PS3.2.5	Niche-Wall of Remembrance	718.35	826.11		761.46	876.00
PS3.3	Other Services					
PS3.3.1	Opening a grave for exhumation	10 479.59	12 051.53		11 108.37	12 775.00
PS3.3.2	Permission to erect memorial stone	364.95	419.69		386.84	445.00

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS3.4	Grave Specifications					
PS3.4.1	Burial plot sizes: adult - 2.5m*1.5m*1.8m deep					
PS3.4.2	Burial plot sizes : child - 1.5m*1.0*1.8m* deep					
PS3.4.3	Burial aperture sizes : adult - 2.2m *0.9m*1.8m deep					
PS3.4.4	Burial aperture sizes : child - 1,2m*0,7m*1,8m					
PS4	POUND TARIFFS					
PS4.1	Transportation Fee. Amount payable to Pound Master: The kilometre tariff for the vehicle which, in the discretion of the pound keeper, is reasonably necessary to transport the relevant animal to the pound, as determined by the Automobile of South Africa (AA) from time to time. Amount is payable to Council:					
PS4.1.1	Pound Fees payable to Pound Master per day (Pig, Sheep or Goats)	-	-		-	-
PS4.1.2	Pound Fees payable to Council per day (Pig, Sheep or Goats)	16.78	20.00		17.79	21.00
PS4.1.3	Pound Fees payable to Pound Master per day (Any other Animal)	-	-		-	-
PS4.1.4	Pound Fees payable to Council per day (Any other Animal)	57.68	67.00		61.14	71.00
PS5	LIBRARIES					
PS5.1	Overdue library material excluding videos	6.45	8.00		6.84	8.00
PS5.2	Overdue video material	7.37	9.00		7.82	9.00
PS5.3	Overdue library books including talking books	6.45	8.00		6.84	8.00
PS5.4	Overdue DVD material	8.30	10.00		8.79	11.00
PS5.5	Overdue Technicon Books	8.30	10.00		8.79	11.00
PS5.6	Lost book identity card	48.85	57.00		51.78	60.00
PS5.7	Lost patron card	48.85	57.00		51.78	60.00
PS5.8	Lost Technicon card	48.85	57.00		51.78	60.00
PS5.9	2 notification letter /post card	24.89	29.00		26.38	31.00
PS5.10	Photocopies of Library material per page	0.92	2.00		0.98	2.00
PS6	PROMOTION OF ACCESS TO INFORMATION					
PS6.1	Application Fee	60.83	70.00		64.48	75.00
PS6.2	for every A4 photocopy relating to the promotion of access to information act	6.45	8.00		6.84	8.00
PS6.3	for a copy in a computer readable format:- compact disk	80.19	93.00		85.00	98.00
PS6.4	copy of an audio record	80.19	93.00		85.00	98.00
PS6.5	to search for the record for disclosure for each hour excluding the first hour	48.85	57.00		51.78	60.00
PS6.6	the actual postal fee is payable when a copy of a record must be posted ton a requester					
PS7	PUBLIC TOILETS					
PS7.1	Usage of public toilet per person	5.53	7.00		5.86	7.00
PS7.2	collection of water for cooking ,washing cars or other per litre	3.69	5.00		3.91	5.00

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS8	SWIMMING POOLS SUNNYDALE					
PS8.1	Day ticket- children	7.29	9.00		7.72	9.00
PS8.2	Day ticket- Adults	7.29	9.00		7.72	9.00
PS8.3	season tickets - children	-	-		0.00	0.00
PS8.4	season tickets- Adults	-	-		0.00	0.00
PS9	GARDEN REFUSE AND BUILDING RUBBLE TARIFFS					
PS9.1	Garden Refuse - per ton load	71.31	83.00		75.59	87.00
PS9.2	Commercial- per ton load	261.12	301.00		276.79	319.00
PS9.3	Building Rubble- per ton load	261.12	301.00		276.79	319.00
PS9.4	Mixed domestic waste -per ton load	123.75	143.00		131.17	151.00
PS9.5	Timber /tree stumps -per ton load	261.12	301.00		276.79	319.00
PS9.6	Garden Refuse - per kg(NEW)	0.56	1.00		0.60	1.00
PS9.7	Commercial- per kg(NEW)	0.56	1.00		0.60	1.00
PS10	TAXI RANK TARIFFS					
PS10.1	Permit per Annum	127.94	148.00		135.62	156.00
PS11	Fees For Hazardous Substances And Fire Protection Services					
PS11.1	Registration of bulk depots				2 173.91	2 500.00
PS11.2	Issuing of a certificate of registration for the storage, handling and use of any hazardous contemplated in section 42 of these by-laws				304.35	350.00
PS11.3	issuing of permits				304.35	350.00
PS11.4	Issuing of a certificate of fitness for public building				304.35	350.00
PS11.5	approval of plans in respect of hazardous substances				217.39	250.00
PS11.6	(a) Inspection of a building for the issuing of a certificate of occupancy and any other fire inspection service				130.43	150.00
	(b) Second and subsequent fire inspection services				130.43	150.00
PS11.7	Inspection of motor vehicles transporting dangerous goods				217.39	250.00

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS12	Fees For Fire Inspections services					
PS12.1	Inspection related to the installation or removal of flammable/combustible fuel tank				304.35	350.00
PS12.2	Fire rescue standby services required as a condition of the issuance of the permit or where the fire chief has determined that there is sufficient risk to the safety of people or property to merit on scene Fire Rescue Services				304.35	350.00
PS12.3	Plans examining and letter of compliance related to the installation or removal of flammable/combustible fuel tank				304.35	350.00
PS12.4	Occupancy load approval				217.39	250.00
PS12.5	Occupancy load certificates replacement fee				217.39	250.00
PS12.6	Occupancy load calculation				217.39	250.00
PS12.7	New application for permit inspection				304.35	350.00
PS12.8	Second re-inspection of quality management plan occupancy or building requested inspection				217.39	250.00
PS12.9	Requested inspection				304.35	350.00
PS12.10	Special event floor plan review and inspection				173.91	200.00
PS12.11	Special event food outlet inspection				173.91	200.00
PS12.12	Major development plan review				304.35	350.00
PS12.13	File search/summary report. Search of files related to the history of a particular site or address. For the first hour of research, each address (maximum charge for 4(four) address per building or building complex)				304.35	350.00
PS12.14	Inspection of premises for storage of flammable substance, spray paint and fireworks				304.35	350.00
PS12.15	Inspection of motor vehicles to transport dangerous goods				304.35	350.00
PS12.16	Issuing of permits				217.39	250.00
PS13	Fees For Fire Rescue					
PS13.1	Harzardous material incident response that is not a basic motor vehicle incident response					
	(a) if the response is handled and completed by one single pumper apparatus				304.35	350.00
	(b) major harzardous material response				826.09	950.00
PS13.2	fire rescue response to false alarm					
	(a) for the first response related to manufacturing fire safety installaton or safety monithering devices, at the same premeses responded to during each calender year				-	-
	(b) second response to false alarm				130.43	150.00
	© third response to false alarm				304.35	350.00
	(d) fourth and each subsequent response to a false alarm				434.78	500.00
PS13.3	Fire response to commercial false alam					
	(a) for the first response related to manufacturing fire safety installaton or safety monithering devices, at the same premeses responded to during each calender year					
	(b) second response to false alarm				304.35	350.00
	© third response to false alarm				434.78	500.00
	(d) fourth and each subsequent response to a false alarm				652.17	750.00

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS13.4	Security alarm reouted to fire rescue services					
	(a) Residential				652.17	750.00
	(b) Commercial				1 304.35	1 500.00
PS13.5	call out costs - pumpers, pump tankers, 4x4 mobile pumps, rescue trucks aerial trucks, jet boats, ambulances bus, air monitoring truck, per apparatus per half hour or portion thereof				304.35	350.00
PS13.6	call out costs - fire trucks/cars, salvage truck, hose tender, fan truck, water cannon, mobile command, bus, medical support units, and any other unspecified apparatus, per apparatus per half hour or portion thereof				130.43	150.00
PS13.7	hazardous material apparatus					
	(a) per apparatus, for the first thirty minutes or portion thereof, plus expenses and a 15% handling charges for all material and supplies				652.17	750.00
	(b) per apparatus, for each subsequent thirty minutes of portion thereof, plus expenses and a 15% charges for all material and supplies				304.35	350.00
PS13.8	cost related to overtime : per member per half hour or portion thereof				43.48	50.00
PS13.9	cost related to dispatch, monitoring an response management : per member per half hour or portion thereof				43.48	50.00
PS13.10	costs related to fire inspection : per member per half hour or portion thereof				130.43	150.00
PS13.11	costs related to the fire investigation : per members per half hour or portion thereof				130.43	150.00
PS13.12	costs incurred by fire rescue services				434.78	500.00
PS14	General Directive for the payment of the above fees					
PS14.1	all the certificates of registration, certificates of fitness and spraying permits will be valid for twelve calendar months. A written application for the renewal of the certificate or permit must reach the service one calendar month prior to the expiry thereof,				304.35	350.00
PS14.2	when application is made for registration, the appropriate form, correctly completed in full, must be accompanied by the prescribed fees				304.35	350.00
PS14.3	all the appropriate application form are available from the service and must be completed in full and where applicable, be duly signed				304.35	350.00
PS14.4	if, for whatever reason, the fire chief rejects an application for any certificate of registration, certificate of fitness or any permit, the applicant must, within 14 days (excluding weekends and public holidays) of the date of rejection, take corrective steps to ensure that the documents in question is issued at no additional costs, failing which the applicant must pay the prescribed fee again				304.35	350.00
	(a) The tariff for premises what are liable to registration in respect of paragraph 1.2 or a combination of them, will be a single fee of R 350,00, irrespective of the combination of items provided that such combination applies to one premises and is under the same control				304.35	350.00
PS14.5	If there are different divisions and affiliate within a business and company situated on the same premises but each division and affiliate is managed separately each division and affiliate is liable to registration separately				304.35	350.00

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS15	Rental Payable For Making Service Equipment Available					
PS15.1	Use of vehicle					
	1,1 call out tariff - type vehicle					
	(a) light				43.48	50.00
	(b) medium				86.96	100.00
	(C) heavy				86.96	100.00
	(d) rescue				86.96	100.00
	(e) special				173.91	200.00
	1,2 tariff per vehicle per hour or portion of an hour - type of vehicle					
	(a) light				130.43	150.00
	(b) medium				260.87	300.00
	(C) heavy				347.83	400.00
	(d) rescue				260.87	300.00
	(e) special				347.83	400.00
	the time is calculated from arrival up to departure					
PS16	Use Of Crew Members					
PS16.1	Tariff per member per hour or portion of an hour R100 (the time is calculated from arrival to departure)					
PS17	Use Of Material					
PS17.1	The tariff that is levied is that of material used, at cost, plus an administrative levy of 10% of the cost of such material ; provided that if any material for which the controlling authority has prescribed a tariff are used, such tariff will apply					

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS18	Exemptions					
PS18.1	The fees payable in terms of paragraph 1 to 5 above are not applicable to property of the council, unless the property is leased. The fees are also not applicable to grass fire, veld fire and refuse fire on vacant land, residential dwellings, place of instruction, place of detention, place of worship and public health care facilities within the area of the council					
PS19	Adjustment in Fees Payable To The Service As Contemplated In Clauses A and B of this Annexure					
PS19.1	The service must ensure that all fees referred to in clause A and B of this annexure are adjusted to keep trend within inflation according to the consumer price index					
PS20	Administration Fees					
PS20.1	Request for the administrative services of a member (including witness interview)					
	(a) per member, per hour or portion thereof plus expenses (2 hour minimum charge)				260.87	300.00
	(b) plus : thereafter per member per thirty minutes or portion thereof				43.48	50.00
	(c) plus ; actual expenses incurred					0.00
PS20.2	Reports					
	(a) Requested copies of fire rescue run reports, hazardous material reports, fire investigation reports related to a specific incident, including letters of summary and all services associated with providing the requested information					
	(i) per report, up to two hours research and preparation				260.87	300.00
	(ii) plus thereafter, per thirty minutes or portion thereof				43.48	50.00
	(b) Duplicate of photographs					
	(i) hard copy photograph up to 5 photographs				43.48	50.00
PS 21	Fines					
PS 21.1	Fails to maintain a clear and unobstructed exit or means of egress as required by the by-laws				434.78	500.00
PS 21.2	Fails to maintain a fire exit door as requested by the by-law				434.78	500.00
PS 21.3	Fails to ensure exterior passageways and exterior exit stairs serving occupied buildings are maintained clear of obstructions as required by the by-laws				434.78	500.00
PS 21.4	Fails to maintain, services or test fire equipment as required by the by-laws				434.78	500.00
PS 21.5	Fails to maintain, services or test an automatic sprinkler system as required by the by-law				434.78	500.00
PS 21.6	Fails to maintain, service or test special extinguishing system as required by the by-law				434.78	500.00
PS 21.7	Fails to maintain, services or test fire alarm system and components as required by the by-law				434.78	500.00
PS 21.8	Fails to maintain, services or test a standpipe system as required by the by-law				434.78	500.00
PS 21.9	permits combustible materials to accumulate in or around building or locations that create an undue fire hazard as required by the by-law				869.57	1 000.00
PS 21.10	Block or wedge open a closure in a fire separation as required by the by-law				434.78	500.00
PS 21.11	Fails to maintain fire separation as required by the by-law				434.78	500.00
PS 21.12	Obscures or obstructs a fire hydrant as required by the by-law				434.78	500.00
PS 21.13	Obscures or obstructs a fire department connection as required by the by-law				434.78	500.00
PS 21.14	Fails to maintain a clear and unobstructed fire line as required by the by-law				434.78	500.00
PS 21.15	Fails to maintain exit sign as required by the by-law				173.91	200.00
PS 21.16	Fails to maintain emergency lights as required by the by-law				173.91	200.00
PS 21.17	Fails to post an occupant load sign as required by the by-law				173.91	200.00

uMLALAZI LOCAL MUNICIPALITY - SCHEDULE OF TARIFFS 2020/2021

INDEX	DESCRIPTION	Current Tariff (Excl VAT) July 2019	Current Tariff (Incl VAT) July 2019	1.06	New Tariff 01/07/2020 (Incl VAT)	New Tariff 01/07/2020 (Rounding) (Incl VAT)
PS 21.18	Contravenes any provisions regarding the sale of fireworks as required by this by-law				869.57	1 000.00
PS 21.19	contravenes any of the provisions regarding the discharge of fireworks or pyrotechnics by this by-law				869.57	1 000.00
PS 21.20	Fails to obtain an indoor fireworks or pyrotechnics display permit by this by-law				869.57	1 000.00
PS 21.21	Fails to obtain a high hazard fireworks display permit as required by this by-law				869.57	1 000.00
PS 21.22	Contravenes any of the provisions relating to smoke alarm as required by this by-law				173.91	200.00
PS 21.23	Contravenes any of the provisions regarding open air fires as required by this by-law				173.91	200.00
PS 21.24	Contravenes any of the provisions relating to fire and outdoor fireplaces as required by this by-law				173.91	200.00
PS 21.25	Contravenes any of the provisions to this by-law not covered by the offences and fines as set out above				173.91	200.00
F	FINANCIAL SERVICES					
F1	RATES RANGES					
F1.1	Residential property		1.1838			1.0744
F1.2	Commercial and Industrial property		1.4797			1.3430
F1.3	Mining		2.3675			2.1489
F1.4	Vacant Land		2.3675			2.1489
F1.5	State and Education/Public Service Purposes		1.4797			1.3430
F1.6	Public Benefit Organisation		0.2959			0.2686
F1.7	Agricultural property		0.2959			0.2686
F1.8	Public service infrastructure		0.2959			0.2686
F2	MISCELLANEOUS SERVICES	The following fee shall be paid to the Manager Financial Services in advance for the production of documents, provision of certified and extract information from records				
F2.1	Search fee per account, document or file produced for inspection or duplicate account made	63.97	74.00		67.81	78.00
F2.2	Certified copy of extract from council's minutes and or hearing per page	63.97	74.00		67.81	78.00
F2.3	Rates certificate ; manual RCC	444.65	512.00		533.58	614.00
F2.4	electronic RCC	182.47	210.00		193.42	223.00
F2.5	Another certificate for each certificate	69.21	80.00		73.37	85.00
F2.6	Standards and other by-laws per copy	104.87	121.00		111.16	128.00
F2.7	extract by-laws per page or part thereof	25.17	29.00		26.68	31.00
F2.8	Valuation roll per town	980.53	1 128.00		1 039.36	1 196.00
F2.9	Valuation roll per folio	25.17	29.00		26.68	31.00
F2.10	Voters roll per folio	25.17	29.00		26.68	31.00
F2.11	General Photocopy fees	8.39	10.00		8.89	11.00
F2.12	Clearing of vacant lots	1 308.77	1 506.00		1 387.30	1 596.00
F2.13	Tenders Documents -unless specifically prescribed	666.97	768.00		869.06	1 000.00
F2.14	Any occupier or owner of a stand within uMlalazi Municipality will, subject to non-compliance or default to a statutory notice directing him/her to cut clear a stand, have a stand ,have the stand cut by Umlalazi Municipality and the same costs placed on his/her consumer account	727.79	837.00		771.46	888.00
F2.15	Application for revaluation where the property owner did not object during the objection stage (Fee not refundable)	1 111.61	1 279.00		0.00	0.00
F2.16	Request for a duplicate statement of account (NEW), per page	5.62	7.00		5.96	7.00

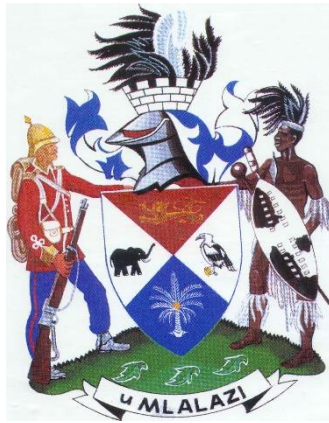
NB: ALL TARIFFS WILL BE ROUNDED OFF TO THE NEAREST RAND VALUE (R) WITH THE EXCEPTION OF RATES, ELECTRICITY CHARGES (USAGE) & REFUSE REMOVAL

ALL SERVICES PROVIDED BY THE uMLALAZI LOCAL MUNICIPALITY ARE SUBJECT TO A VAT CHARGE

RATES CHARGES DOES ARE NOT SUBJECT TO VAT CHARGES

MR R.P MGUNI (MUNICIPAL MANAGER)

uMLALAZI MUNICIPALITY



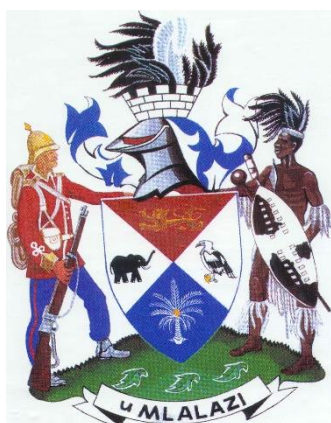
SERVICE LEVEL STANDARDS

Province: Municipality(KZN284) - Schedule of Service Delivery Standards Table 2019/2020

Standard	Description	Service Level
Solid Waste Removal		
Premise based removal (Residential Frequency)		Weekly
Premise based removal (Business Frequency)		Weekly
Bulk Removal (Frequency)		6 days per week
Removal Bags provided(Yes/No)		Yes
Garden refuse removal Included (Yes/No)		Yes
Street Cleaning Frequency in CBD		Everyday
Street Cleaning Frequency in areas excluding CBD		Everyday
How soon are public areas cleaned after events (24hours/48hours/longer)		24hours
Clearing of illegal dumping (24hours/48hours/longer)		24hours
Recycling or environmentally friendly practices(Yes/No)		Yes
Licensed landfill site(Yes/No)		Yes
Water Service		
.		N/A
Is free water available to all? (All/only to the indigent consumers)		N/A
Frequency of meter reading? (per month, per year)		N/A
Are estimated consumption calculated on actual consumption over (two month's/three month's/longer period)		N/A
On average for how long does the municipality use estimates before reverting back to actual readings? (months)		N/A
Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)		N/A
One service connection affected (number of hours)		N/A
Up to 5 service connection affected (number of hours)		N/A
Up to 20 service connection affected (number of hours)		N/A
Feeder pipe larger than 800mm (number of hours)		N/A
What is the average minimum water flow in your municipality?		N/A
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)		N/A
How long does it take to replace faulty water meters? (days)		N/A
Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)		N/A
Electricity Service		
What is your electricity availability percentage on average per month?		100
Do your municipality have a ripple control in place that is operational? (Yes/No)		No
How much do you estimate is the cost saving in utilizing the ripple control system?		N/a
What is the frequency of meters being read? (per month, per year)		Per month
Are estimated consumption calculated at consumption over (two month's/three month's/longer period)		Three Months
On average for how long does the municipality use estimates before reverting back to actual readings? (months)		One Month
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)		Immediately
Are accounts normally calculated on actual readings? (Yes/no)		Yes
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)		Yes
How long does it take to replace faulty meters? (days)		one day
Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)		Yes
How effective is the action plan in curbing line losses? (Good/Bad)		Good
How soon does the municipality provide a quotation to a customer upon a written request? (days)		2 days
How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days)		5 days
How long does the municipality takes to provide electricity service for low voltage users where network extension is not required? (working days)		10 days
How long does the municipality takes to provide electricity service for high voltage users where network extension is not required? (working days)		1 day
Sewerage Service		
Are your purification system effective enough to put water back in to the system after purification?		N/A
To what extend do you subsidize your indigent consumers?		N/A
How long does it take to restore sewerage breakages on average		N/A
Severe overflow? (hours)		N/A
Sewer blocked pipes: Large pipes? (Hours)		N/A
Sewer blocked pipes: Small pipes? (Hours)		N/A
Spillage clean-up? (hours)		N/A
Replacement of manhole covers? (Hours)		N/A

Road Infrastructure Services	
Time taken to repair a single pothole on a major road? (Hours)	40 minutes
Time taken to repair a single pothole on a minor road? (Hours)	15 minutes
Time taken to repair a road following an open trench service crossing? (Hours)	1 hour
Time taken to repair walkways? (Hours)	5 hours
Property valuations	
How long does it take on average from completion to the first account being issued? (one month/three months or longer)	Longer
Do you have any special rating properties? (Yes/No)	
Financial Management	
Is there any change in the situation of unauthorised and wasteful expenditure over time? (Decrease/Increase)	Decrease
Are the financial statement outsourced? (Yes/No)	No
Are there Council adopted business process restructuring the flow and management of documentation feeding to Trial Balance?	Yes
How long does it take for an Tax/Invoice to be paid from the date it has been received?	30 days
Is there advance planning from SCM unit linking all departmental plans quarterly and annually including for the next two to three years procurement plans?	Yes Annually
Administration	
Reaction time on enquiries and requests?	One day
Time to respond to a verbal customer enquiry or request? (working days)	One day
Time to respond to a written customer enquiry or request? (working days)	One day
Time to resolve a customer enquiry or request? (working days)	1 Hour
What percentage of calls are not answered? (5%,10% or more)	5%
How long does it take to respond to voice mails? (hours)	5 minutes
Does the municipality have control over locked enquiries? (Yes/No)	N/A
Is there a reduction in the number of complaints or not? (Yes/No)	Yes
How long does it take to open an account to a new customer? (1 day/ 2 days/ a week or longer)	1 Day
How many times does SCM Unit, CFO's Unit and Technical unit sit to review and resolve SCM process delays other than normal monthly management meetings?	Not in place
Community safety and licensing services	
How long does it take to register a vehicle? (minutes)	15 minutes
How long does it take to renew a vehicle license? (minutes)	15 minutes
How long does it take to issue a duplicate registration certificate vehicle? (minutes)	Two weeks
How long does it take to de-register a vehicle? (minutes)	20 minutes
How long does it take to renew a drivers license? (minutes)	30 minutes
What is the average reaction time of the fire service to an incident? (minutes)	15minutes
What is the average reaction time of the ambulance service to an incident in the urban area? (minutes)	N/A
What is the average reaction time of the ambulance service to an incident in the rural area? (minutes)	N/A
Economic development	
How many economic development projects does the municipality drive?	80
How many economic development programme are deemed to be catalytic in creating an enabling environment to unlock key economic growth projects?	3
What percentage of the projects have created sustainable job security?	20%
Does the municipality have any incentive plans in place to create a conducive environment for economic development? (Yes/No)	Yes
Other Service delivery and communication	
Is a information package handed to the new customer? (Yes/No)	No
Does the municipality have training or information sessions to inform the community? (Yes/No)	Yes
Are customers treated in a professional and humanly manner? (Yes/No)	Yes

uMLALAZI MUNICIPALITY



2020/2021

SERVICE DELIVERY BUDGET: IMPLEMENTATION PLAN

2020/2021 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

KEY CHALLENGE	TL REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Slow internet connections	TL1 1	Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Install fibre, for adequate capacity	Completed installation of fibre for adequate capacity on IT Systems by 30 June	Date	Capital	3 700 000.00	30-Jun	0	0	0	30-Jun		Corporate Services	ALL
	TL2 2	Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Review ICT Strategy	Reviewed ICT strategy by 30 June	Date	N/A	0	100%	0	0	0	100%		Corporate Services	ALL
Inadequate Skills Development	TL3 3	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Facilitate training programmes for Councillors in terms of skills audit	Training programmes facilitated for Councillors in terms of skills audit by 30 June	Number	11206000 268	300 000.00	4	1	1	1	1		Corporate Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
	TL4	4	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Implement and support internship, learnership and in-service training programmes.	Interns appointed in support of internship , learnership and in-service training programmes by 30 December	Number	N/A	0	7	0	0	0	7		Corporate Services	ALL
	TL5	5	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Facilitate training programmes for staff in terms of skills development plan	Training programmes facilitated for Staff in terms of skills audit by 30 June	Number	11206000 267	700 000.00	10	2	2	2	4		Corporate Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Inadequate accessibility to educational facilities	TL6	7	Municipal Transformation and Institutional Development	Governance and Policy	To enhance the accessibility of library facilities to the public	Apply to Library Services to provide funding for the roll out of Cyber Cadet services in Ging, Mtz & Sunnydale libraries	Application submitted to library services by 31 December for the roll out of cyber cadet facilities in Ging, Mtz & Sunnydale libraries	Date	N/A	0	31-Dec	0	31-Dec	0	0		Corporate Services	18; 19
	TL7	11	Municipal Transformation and Institutional Development	Human Resource Development	Ensure effective performance of all departments	Performance appraisals cascaded to all employees in a phased in approach	Completed phase 1 performance appraisals cascaded to employees by 30 June	Percentage	11120000340	60 000.00	100%	0	0	0	100%		Municipal Manager	ALL
Service Delivery Backlog	TL8	12	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Reduce backlog of electrification services annually	92% households provided with electrification services by 30 June	Percentage	14101001071	7 000 000.00	92%	92%	92%	92%	92%		Engineering Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Service Delivery Backlogs	TL9	13	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Provide affordable Services to Indigent Community by the implementation of the Indigent Policy	4500 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June	Number	14101001595	4 704 380.00	6000	6000	6000	6000	6000		Financial Services	ALL
Service Delivery Backlogs	TL10	14	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	To ensure maintenance and improvement of existing electrical infrastructure.	Spend 100% of the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June	Percentage	Capital	1 080 000.00	100%	0	0	0	100%		Engineering Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Service Delivery Backlogs	TL11	15	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Ensure the reduction of Electricity losses	Electricity losses remain within the norm of 10% by 30 June	Percentage	14101001083	714 160.00	10%	10%	10%	10%	10%		Engineering Services	11; 12
Service Delivery Backlogs	TL12	16	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic access to electricity by all communities in a sustainable manner	To ensure that energy saving principles are adhered to in line with NERSA Guidelines	Energy saving principles adhered to in line with NERSA guidelines by 30 June	Percentage	N/A	0	100%	0	0	0	100%		Engineering Services	ALL
Service Delivery Backlogs	TL13	17	Basic Service Delivery	Strategic Infrastructure	Strengthen stakeholders and IGR engagements.	Strengthen the stakeholder engagement with Eskom Electrification Projects	Quarterly stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by 30 June	Number	N/A	0	4	1	1	1	1		Engineering Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Service Delivery Backlogs	TL14	19	Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	To ensure continuous maintenance of road infrastructure	Maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	Percentage	Capital	5 400 000.00	100%	0	0	0	100%		Planning and Economic Development	ALL
Service Delivery Backlogs	TL15	20	Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Facilitate discussion with DOT to add completed roads as access roads to DOT Asset Register for maintenance purposes	Discussion facilitated with DOT by 30 June after projects are complete to add completed roads to DOT Asset Register for maintenance purposes	Date	N/A	0	30-Jun	0	0	0	30-Jun		Engineering Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Service Delivery Backlogs	TL16	21	Basic Service Delivery	Strategic Infrastructure	To ensure maintenance of all municipal buildings.	To develop a Maintenance Plan for Municipal Buildings	Annual maintenance plan developed for Municipal buildings by 31 December	Date	12106000428	700 000.00	31-Dec	0	31-Dec	0	0		Engineering Services	11; 12; 18; 19
Service Delivery Backlogs	TL17	23	Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal fleet	Facilitate process to write off and replace damaged fleet	Facilitate process to write off and replace damaged fleet annually by 31 March	Date	N/A	0	31-Mar	0	0	31-Mar	0		Engineering Services	ALL
Service Delivery Backlogs	TL18	24	Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Facilitate training programmes to train local SMME's through CIDB and SEDA support	Training programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June	Number	N/A	0	1	0	0	0	1		Planning and Economic Development	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Service Delivery Backlogs	TL19	25	Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Compile annual plan to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	Complete annual plan to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December	Date	N/A	0	31-Dec	0	31-Dec	0	0		Community Services	ALL
Service Delivery Backlogs	TL20	27 (a)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on construction of Ndlongolwane road / causeways by 30 June	percentage	Capital	4 000 000.00	95%	0	0	0	95%		Engineering Services	4

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Service Delivery Backlogs	TL21	27	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on construction of Izingwenya road / causeways by 30 June	percentage	Capital	3 618 750.00	95%	0	0	0	95%		Engineering Services	15
Service Delivery Backlogs	TL22	27 (a)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on construction of Kwabonga road / causeways by 30 June	percentage	Capital	3 500 000.00	95%	0	0	0	95%		Engineering Services	26
Service Delivery Backlogs	TL23	27 (c)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on construction of Ethafeni, road / causeways by 30 June	percentage	Capital	1 000 000.00	95%	0	0	0	95%		Engineering Services	18

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Service Delivery Backlogs	TL24	27 (d)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct / rehabilitate road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on rehabilitation of Kangela Road / causeways by 30 June	percentage	Capital	1 000 000.00	95%	0	0	0	95%		Engineering Services	11
Service Delivery Backlogs	TL25	27(e)	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct / rehabilitate road / causeways in terms of MIG budget allocated for the financial year	95% budget spent on rehabilitation of Osborne Road / causeways by 30 June	percentage	Capital	11 000 000.00	95%	0	0	0	95%		Engineering Services	11
Service Delivery Backlogs	TL26	28	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Ensure speedhumps, sidewalk constructed in terms of budget allocated	Constructed Speedhumps, sidewalk in terms of budget allocated by 30 June	Date	Capital	800 000.00	30-Jun	0	0	0	30-Jun		Engineering Services	11; 12; 18; 19; 7

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Service Delivery Backlogs	TL27	29	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct laybes and shelters as per MIG budget	Construct ed laybyes and shelters by 30 June	Date	Capital	250 000.00	30-Jun	0	0	0	30-Jun		Planning and Economic Development	ALL
Service Delivery Backlogs	TL28	30	Basic Service Delivery	Governance and Policy	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Facilitate monthly waste awareness programmes	Waste awareness programmes facilitated by 30 June	Number	14403001568	25 170.00	12	3	3	3	3		Community Services	ALL
Natural Disasters	TL29	31	Basic Service Delivery	Governance and Policy	To provide and maintain infrastructure and services to all, with emphasis	Facilitate quarterly Disaster Forum meetings	Quarterly Disaster Forum meetings facilitated by 30 June	Number	12109000568	800 000.00	4	1	1	1	1		Community Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Baseline	Responsible department	Ward
					on rural communities, in a sustainable manner													
Service Delivery Backlogs	TL30	32 (a)	Basic Service Delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct sportsfields / sports parks in terms of budget allocated for the financial year	Complete construction of KDS sports park in terms of budget allocated for the financial year by 30 June	Percentage	Capital	10 000 000.00	95%	0	0	0	95%		Engineering Services	12
Service Delivery Backlogs	TL31	33	Basic Service Delivery	Environmental Sustainability	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Reduce backlog of refuse removal services annually	42% households provided with refuse removal services by 30 June	Percentage	24403000 974 14403000 976 14403000 977 14403000 978 14403000 979	7 596 620.00	44%	0	0	0	44%		Community Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Poverty	TL32	35	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To ensure the promotion of economic development through the development of an agricultural sector plan	100% of implementation of agricultural sector plan by 30 June	Percentage	N/A	0	100%	0	0	0	100%		Planning and Economic Development	ALL
Inadequate Tourism Development	TL33	41	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To ensure the promotion of economic development through the development of Tourism sector plan	100% of implementation of tourism sector plan by 30 June	Date	N/A	0	100%	0	0	0	100%		Planning and Economic Development	ALL
	TL34	42	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment.	To promote economic development through industrial development.	Call for Developers for the establishment of Eshowe industrial extension and Eshowe Townlands by 30 June	Date	1317001801	500 000.00	30-Jun	0	0	0	30-Jun		Planning and Economic Development	11

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Unemployment	TL35	43	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment.	Promote creation of job opportunities through EPWP, CWP and other poverty alleviation programmes	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	Number	14403000190 14403001274 14403000189	5 938 000.00	650	0	0	0	650		Community Services	ALL
	TL36	48	Local Economic and Social Development	Inclusive Economic growth	Promote active ageing and healthy lifestyles	Facilitate the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area	Programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June	Number	N/A	0	4	1	1	1	1		Community Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Inadequate own revenue	TL37	49	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Ensure that the Municipality derives maximum value from Municipal Land through Outdoor advertisement	Quarterly reports submitted by 30 June on the Implementation of the Advertising Bylaws	Number	nN/A	0	4	1	1	1	1		Planning and Economic Development	ALL
Inadequate own revenue	TL38	50	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Derive maximum value from Municipal Heritage Sites and other Tourism Facilities	Reviewed Municipal Heritage sites and Tourism facilities MOA by 31 December	Date	N/A	0	31-Dec	0	31-Dec	0	0		Planning and Economic Development	ALL
High outstanding debtors	TL39	51	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Ensure effective processes for the collection of funds due to the municipality in terms of debt collection policy	95% debtors collection rate by 30 June	Percentage	N/A	0	95%	95%	95%	95%	95%		Financial Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Inadequate own revenue	TL40	52	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Facilitate the review of the General Valuation Roll in line with the prescripts of legislation	Quarterly reports submitted to Council by 30 June on the updates done on the valuation roll	Number	11204000194	1 293 220.00	4	1	1	1	1		Financial Services	ALL
Inadequate own revenue	TL41	53	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Facilitate a feasibility study on the installation of digital Billboards as a revenue enhancement strategy	10% additional own revenue generated annually through advertising signage	percentage	N/A	0	10%	0	0	0	10%		Planning and Economic Development	ALL
Inadequate own revenue	TL42	54	Municipal Financial viability and Management	Strategic Infrastructure	To ensure Revenue enhancement	Facilitate a Feasibility Study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini	Approved feasibility study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini	Date	14101001799	250 000.00	30-Jun	0	0	0	30-Jun		Financial Services	ALL

KEY CHALLENGE	TL REF	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
						by 30 June 2020	i by 30 June											
	TL43	55	Municipal Financial viability and Management	Governance and Policy	Enhance effective internal controls and standard operating procedures	Facilitate an audit on all assets of the Municipality	Approved Audit on assets of the Municipality by 30 December	Date	11204000615	1 000 000.00	30-Dec	0	30-Dec	0	0		Financial Services	ALL
Inadequate performance monitoring	TL44	56	Municipal Financial Viability and Management	Governance and Policy	To ensure continued sound financial management	Monitor the performance of Service Providers	Quarterly reports submitted to Council on the Performance of Service Providers	Number	N/A	0	4	1	1	1	1		Municipal Manager	ALL
inadequate participation in HIV/Aids programs	TL45	57	Good Governance and Public Participation	Human and Community Development	Mitigate the Impact of HIV/Aids in the Municipality area	Ensure quarterly HIV/AIDS Council (LAC) Meetings are facilitated	No of HIV/AIDS Council (LAC) Meetings facilitated by 30 June	Number	1111001162 1111000116 1111000115 1111000117	200 000.00	4	1	1	1	1		Municipal Manager	ALL
inadequate public participation initiatives	TL46	58	Good Governance and Public Participation	Governance and Policy	To promote a culture of participatory democracy	Ensure that all Ward Committees are functional	100% functionality of Ward Committees by 30 June	Percentage	11110000307	3 000 000.00	100%	100%	100%	100%	100%		Municipal Manager	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
					y and social cohesion													
Inadequate implementation of Batho Pele	TL47	59	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Quarter Batho Pele Forum meetings held by 30 June	Number	N/A	0	4	1	1	1	1		Municipal Manager	ALL
Inadequate implementation of Batho Pele	TL48	60	Good Governance & Public Participation	Strategic Infrastructure	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Approved Service Delivery Improvement Plan (SDIP) by 31 March	Date	N/A	0	31-Mar	0	0	31-Mar	0		Municipal Manager	ALL
Inadequate implementation of Batho Pele	TL49	61	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Attended to 100% of Complaints within 3 working days	Percentage	N/A	0	100%	100%	100%	100%	100%		Municipal Manager	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Inadequate public participation	TL50	62	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Facilitate Local Task Team (LTT) meetings to address War Room Issues	Quarterly LTT meetings facilitated to address War Room Issues by 30 June	Number	1111000179	200 000.00	4	1	1	1	1		Municipal Manager	ALL
	TL51	63	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Facilitate the sitting of the Standing Rules and Orders Committee meetings	Quarterly Standing Rules and Orders Committee meetings facilitated by 30 June	Number	N/A	0	4	1	1	1	1		Municipal Manager	ALL
	TL52	66	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Ensure that all Delegations of Authority are reviewed	Approved Review of delegations of authority by 30 June	Date	N/A	0	30-Jun	0	0	0	30-Jun		Municipal Manager	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
Fragmented or adhoc planning	TL53	67	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Implement Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law	Quarterly Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June	Number	N/A	0	4	1	1	1	1		Planning and Economic Development	ALL
Fragmented or adhoc planning	TL54	68	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Ensure the finalisation of the Umlalazi Wall to Wall scheme	Approved Umlalazi Wall to Wall scheme by 30 June	Date	13107001800	1 200 000.00	30-Jun	0	0	0	30-Jun		Planning and Economic Development	ALL
Fragmented or adhoc planning	TL55	69	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial	Ensure the finalization of precinct plans	Source funding for implementation of precinct	Date	N/A	0	30-Jun	0	0	0	30-Jun		Planning and Economic Development	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
					Development Planning		plan by 30 June											
Fragmented or adhoc planning	TL56	73	Cross Cutting	Strategic Infrastructure	To ensure effective land use management and coordinated Spatial Development Planning	Facilitation of township establishments	Consultant appointed by 30 June for the establishment of Mtakwen de Township	Date	13107001803	500 000.00	30-Jun	0	0	0	30-Jun		Planning and Economic Development	ALL
Fragmented or adhoc planning	TL57	75	Cross Cutting	Environmental Sustainability	To ensure that strategically located land is made available for local economic development	Conduct a review of all Land Legal Arrangements to facilitate the release of land for economic development with a bias towards previously disadvantaged individuals to participate meaningfully in the	Land Audit conducted by 31 March	Date	13107001802	300 000.00	31-Mar	0	0	31-Mar	0		Planning and Economic Development	ALL

KEY CHALLENGE	TL REF REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Baseline	Responsible department	Ward
					local economy.												
	TL58 76	Good Governance and Public Participation	Governance and Policy	To develop a credible and implementable IDP	Facilitate Strategic Planning session	Strategic planning session held by 31 December	Date	13102001817 13102001957 13102001956	150 000.00	31-Dec	0	31-Dec	0	0		Planning and Economic Development	ALL
Inadequate public participation	TL59 76	Good Governance and Public Participation	Governance and Policy	To develop a credible and implementable IDP	Facilitate Clustered IDP Road shows	Clustered IDP roads shows held by 30 June	Number	13102000670 13102000671 13102000684 13102000685	579 720.00	8	0	4	0	4		Planning and Economic Development	ALL
Inadequate public participation	TL60 77	Good Governance and Public Participation	Governance and Policy	To develop a credible and implementable IDP	Complete Ward Based plans	Ward Based Plans completed by 31 May	Number	13102001644	0	27	0	0	0	27		Planning and Economic Development	ALL
	TL61 78	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Monitor the efficiency and effectiveness of legal matters at court.	Quarterly reports submitted to Council on the progress of legal matters at court.	Number	N/A	0	4	1	1	1	1		Municipal Manager	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
	TL62	79	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Monitor the efficiency and effectiveness of Intergovernmental Relations within the Municipality.	Quarterly reports submitted to Council on IGR	Number	N/A	0	4	1	1	1	1		Municipal Manager	ALL
	TL63	80	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Monitor the efficiency and effectiveness of third party services provided on behalf of the Municipality	Quarterly reports submitted to Council on Traffic Management Technologies and Animal Pound third party contracts in terms of cost effectiveness	Number	13201000841 12306000840	2 864 500.00	4	1	1	1	1		Community Services	ALL
	TL64	81	Municipal Transformation and Institution	Governance and Policy	To ensure accountability and transparency	Monitor the effectiveness of communication in the	Quarterly reports submitted to Council on	Number	N/A	0	4	1	1	1	1		Corporate Services	ALL

KEY CHALLENGE	TL REF	RE F	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies / Intervention	Key Performance Indicator	Unit of Measurement	VOTE	BUDGET	ANNUAL TARGET	Q1	Q2	Q3	Q4	Base line	Responsible department	Ward
			nal Development			Municipality	Communication											